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Master's Thesis of Public Administration

**A Study on the Relationship between
Pay Satisfaction and Turnover Intent in
the Philippine Department of Budget and
Management**

**필리핀 예산관리부의 보수 만족도와
이직의도의 관계에 관한 연구**

February 2023

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A Study on the Relationship between Pay Satisfaction and Turnover Intent in the Philippine Department of Budget and Management

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October 2022

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Abstract

A Study on the Relationship between Pay Satisfaction and Turnover Intent in the Philippine Department of Budget and Management

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The research study examined the relationship between pay satisfaction and turnover intention in the Philippine Department of Budget and Management. It looked into the effect of overall pay satisfaction, as well as the effect of the four individual factors (pay level, benefits, raises, and structure/administration) in explaining turnover intention. Moreover, the study looked into the moderating effect of age in this relationship.

The results of the study affirm previous literature on the negative association between pay satisfaction and its four factors with turnover intention. Based on the findings of the study, overall pay satisfaction is statistically significant in explaining turnover intention, wherein a unit increase in pay satisfaction is likely to reduce the odds of turnover intention. There is also evidence to support the moderating effect of age in this relationship but will require

further study. In terms of the individual factors of pay, in the case of the Department of Budget and Management, only pay level is statistically significant in explaining turnover intention.

Furthermore, qualitative data suggests that the benefits component of pay also play a significant role in influencing an employee's turnover intention and decision.

Key Words: pay satisfaction, turnover intention, pay level, age, Philippines

Student ID: 2021-28668

Table of Contents

Chapter 1: Introduction.....	1
1.1 Background.....	1
1.2 Purpose of the Study.....	7
1.3 Research Questions.....	8
1.4 Scope and Delimitation.....	9
 Chapter 2: Literature Review	 10
2.1 Pay Satisfaction.....	10
2.2 Pay Satisfaction and Turnover Intention.....	12
2.3 Age Dimension.....	15
 Chapter 3: Research Design	 16
3.1 Conceptual Framework.....	16
3.2 Hypotheses of the Study.....	17
3.3 Conceptualization and Operationalization.....	18
3.4 Measurement and Data Sources.....	21
3.5 Sampling and Data Collection Method.....	23
3.6 Data Analysis Method.....	24
3.7 Survey Instrument.....	25
3.8 Reliability and Validity.....	25
 Chapter 4: Presentation, Analysis, and Discussion of Results.....	 26
4.1 Descriptive Statistics of Survey Respondents.....	26
4.2 Descriptive Statistics of the Independent Variables.....	31
4.3 Descriptive Statistics of the Dependent Variable.....	32
4.4 Results of the Reliability Test.....	34
4.5 Results of the Pearson's Linear Correlation Coefficients Test.....	35
4.6 Hypotheses Tests.....	37
4.7 Results of Personal Interviews.....	44
4.8 Key Findings and Discussion.....	52

Chapter 5: Conclusion and Recommendations	57
5.1 Conclusion.....	57
5.2 Policy Recommendations.....	58
5.3 Limitations and Recommendations for Further Research.....	60
References	63
Appendix 1: Notice to the Survey Respondents.....	69
Appendix 2: Survey Questionnaire.....	71
Appendix 3a: Notice to the Interviewee/s – Current Employees	74
Appendix 3b: Notice to the Interviewee/s – Former Employees	77
Appendix 4: Summary of Mean Satisfaction Scores per Question	80
Acknowledgment	81
Abstract in Korean	83

List of Tables

Table 1. Coding of Variables.....	21
Table 2. Demographic Characteristics of Survey Respondents (n=194).....	27
Table 3. Summary of Descriptive Statistics of Independent Variables.....	31
Table 4. Mean Satisfaction Score by Age Group.....	32
Table 5. Frequency Statistics of the Dependent Variable.....	33
Table 6 Summary of Descriptive Statistics of Dependent Variable.....	33
Table 7. Summary of Turnover Intention by Age Group.....	33
Table 8. Results of the Reliability Test per Variable.....	34
Table 9. Pearson Correlation Coefficients, n = 194.....	36
Table 10. Results of Logistic Regression of the Effect of Pay Satisfaction (Overall) on Turnover Intention.....	38
Table 11. Results of Logistic Regression of the Effect of the Four Factors of Pay Satisfaction on Turnover Intention.....	39
Table 12. Results of the Logistic Regression of the Effect of Pay Satisfaction (Overall) on Turnover Intention (MZ Generation).....	41
Table 13. Results of Logistic Regression of the Effect of the Four Factors of Pay Satisfaction on Turnover Intention (MZ Generation).....	42
Table 14. Demographic Characteristics of Group A Interviewees.....	45
Table 15. Summary of Responses (Group A).....	45
Table 16. Demographic Characteristics of Group A Interviewees.....	48
Table 17. Summary of Responses (Group B).....	48

List of Figures

Figure 1. Conceptual Model of the Relationship between Pay Satisfaction and Turnover Intention.....	16
Figure 2. Comparison of Distribution by Age Category.....	29
Figure 3. Comparison of Distribution by Salary Grade.....	30
Figure 4. Comparison of Distribution by Sex.....	30

Chapter 1: Introduction

1.1 Background

In the context of the Philippines, the salary and compensation of civil servants is determined based on the overarching mandate under the 1987 Philippine Constitution which states that,

“The Congress shall provide for the standardization of compensation of government officials and employees, including those in government-owned and/or controlled corporations with original charters, taking into account the nature of the responsibilities pertaining to, and the qualifications required for their positions.” (Section 5, Article IX-B)

In line with the principle of standardization, several laws have been passed over the years to prescribe the rules and regulations regarding the salary and other components of compensation, such as allowances and bonuses. The salary schedule under the current Compensation Plan is comprised of 33 salary grades, with each level representing the degree of difficulty and responsibility attached to the position in a particular salary grade. Further, each salary grade, except salary grade 33, is composed of 8 horizontal salary steps, with Step 1 being the hiring rate, to recognize and incentivize one's

length of stay in a position (Department of Budget and Management [DBM], 2007).

Most recently, Republic Act (RA) No. 11466, entitled, “An Act Modifying the Salary Schedule for Civilian Government Personnel and Authorizing the Grant of Additional Benefits, and for other purposes” was enacted into law in 2020. Among others, RA No. 11466 modified the existing salary schedule to increase the salaries of qualified government personnel, and authorized the grant of the one-month Mid-Year Bonus every May 15th of the year.

Section 2 of RA No. 11466 states that the government shall pursue “just and equitable compensation in accordance with the principle of equal pay for work of equal value”.

Accordingly, subject provision also stipulated that,

“(a) Differences in pay shall be based upon substantive differences in duties, responsibilities, accountabilities and qualification requirements of the positions.

(b) The compensation for all civilian government personnel shall be standardized and rationalized across all government agencies to create an enabling environment that will promote social justice, integrity, efficiency, productivity, accountability and excellence in the civil service.

(c) The compensation of all civilian personnel shall generally be competitive with those in the private sector doing comparable work in order to attract, retain and motivate a corps of competent and dedicated civil servants.

(d) A performance-based incentive scheme which integrates personnel and organizational performance shall be established to reward exemplary civil servants and well-performing organizations.

(e) The compensation scheme shall take into consideration the financial capability of the government and shall give due regard to the efficient allocation of funds for personnel services, which shall be maintained at a realistic level in proportion to the overall expenditure of government.”

(Section 2, RA No. 11466)

It is noted that since the 1987 Constitution, there have been five (5) standardization laws, i.e., RA No. 6758, Senate and House of Representatives Joint Resolution (JR) No. 1, s. 1994, Senate and House of Representatives JR No. 4, s. 2009, Executive Order (EO) No. 201, and RA No. 11466. A perusal of the aforesaid laws reveals that they have adopted principles stipulated above with regard to compensation.

While traditionally, government pay has been lagging behind its public sector counterparts, the series of salary increases in the last three administrations have supposedly improved the market position of government salary.

According to the DBM (2020a), the salaries of government employees will be raised to levels closer or higher, for certain positions, than their private sector counterparts after the completion of the most recent round of compensation increase by 2023. For instance, the minimum pay in government pay will be 27% higher than the mandated minimum wage in the private sector for the National Capital Region, while sub-professionals, those belonging to Salary Grades 1 to 10 and professionals, those belonging to Salary Grades 11 to 24, will be at par with the market at 97% and 96% of the market, on average (DBM, 2020a). On the other hand, executives will continue to lag behind the market at only 48% compared to their private sector counterparts, on average (DBM, 2020a). Nevertheless, there is a preconceived notion that working in the government is a sacrifice because of the lower compensation compared with the private sector. Corollary, job prospects outside the government continue to be lucrative opportunities for civil servants.

In a study by Cho and Lewis (2012) in the U.S. Federal Service, they found that age and experience affect turnover rate, wherein higher rates can be observed among employees who are either newly hired or those within the retirement age. Among other findings, salary, merit-based rewards system, and performance appraisal systems are said to be among the determinants of the decision of federal employees to leave their jobs at the early stages of their career (Cho and Lewis, 2012).

Profile of the Philippine Public Sector

The Philippine National Government employs 1,721,753 civilian and military and uniformed personnel (DBM, 2021), which accounts for nearly 4% of the total employed persons in the Philippines as of October 2021¹. Given these figures, the National Government is a significant employer in the country's labor force.

With regard to expenditures relating to the payment of salaries, wages and other compensation, the total budget for salaries, allowances, incentives, and other compensation-related items² for civilian personnel amounted to Php 827.31 Billion, representing around 18% of the total budget of Php 4.51 trillion in Fiscal Year 2021 (DBM, 2020b). In total, the total wage bill of the government amounts to Php 1.32 trillion or 29% of the total budget, when salaries and benefits for military and uniformed personnel and pension requirements for selected groups are accounted for (DBM, 2020b).

As discussed earlier, the compensation in the Philippine public sector is governed by several salary laws and issuances that mandate standardization. The Total Compensation Framework (TCF) was established pursuant to Senate and House JR No. 4, s. 2009, comprised of the following categories: a) *basic salaries, including step increment*, which refer to the fixed monthly pay,

¹ In comparison to the 43.83 million employed persons as of October 2021 per the Philippine Statistics Authority (<https://psa.gov.ph/content/unemployment-rate-october-2021-estimated-74-percent>)

² Excluding pension requirements

b) *standard allowances and benefits*, which are given to all at authorized rates, guidelines, rules and regulations, c) *specific-purpose allowances and benefits*, which are granted to selected personnel under particular circumstances in relation to the actual performance of work and at authorized rates, guidelines, rules and regulations, and d) *incentives*, which are given to personnel to recompense one's loyalty to government service, or for going above and beyond the performance targets of the agency, as well as to provide motivation for greater productivity.

JR No. 4, s. 2009 also stated that all indirect compensation under existing laws, including life and retirement insurance benefits, employee compensation insurance, health insurance, and Pag-IBIG Fund benefits, among others, are not included in the TCF. Nonetheless, these benefits are covered by their respective enabling laws. It is worthy to mention that accordingly, the government as employer pays a specific percentage of an employee's salary or a specified amount, as the case may be, as contribution to said social security schemes.

Further, as opposed to minimum wage rates which are determined on a regional basis in the Philippines, the salary schedule for the employees in the National Government does not vary based on regional location or assignment.

With regard to the composition of the public sector employees, data from the Civil Service Commission (2021) indicated that 3% of national government employees are aged 25 years old and below, 30% are between 26 to 35, 29%

are between 36 to 45, 23% are between 46 to 55, and 15% are 56 to 65 years old. In terms of sex, females comprise 57% of the total workforce, while males make up the remaining 43% of civil servants (Civil Service Commission, 2021).

1.2 Purpose of the Study

As enunciated in the standardization laws, the State shall endeavor to keep the compensation system for civilian personnel at par with the private sector with the end in view of attracting, retaining and motivating the civil service corps. Despite this, government salaries in the Philippines are generally viewed as low, especially among teachers which comprise close to half of the national government's total staffing. Bautista (2021) reported that teachers are viewed as "overworked and underpaid" employees and have been fighting for higher salaries since the 1980s.

Given the preconceived notion that working in the government means receiving lower salaries, this study aims to examine the level of pay satisfaction of government employees in the Philippine bureaucracy. In particular, the proposed study will look at the level of satisfaction of civil servants in the existing compensation scheme prescribed under RA No. 11466 and other relevant laws, rules, and regulations, and examine the relationship between the specific dimensions of pay satisfaction with his/her turnover intent.

In light of the significant allocation of budgets going into compensation and benefits, accounting for almost a third of the national budget, it is important to measure whether the current system leads to pay satisfaction among the employees in an organization. Further, given that the composition of government workers is increasingly becoming younger with one-third being 35 years old and below, the proposed study will also look into the interaction of the age variable with the relationship between pay satisfaction and turnover intent in the context of the Philippine public service.

In sum, the purpose of this research is to add to the literature which examines the satisfaction of public sector employees as regards the existing compensation system in the Philippines and its relationship with turnover intention, with age as a moderating variable.

1.3 Research Questions

The proposed study will try to answer the following research questions: What is the level of pay satisfaction in the Philippine Public Sector? What is the relationship between pay satisfaction and turnover intention in the Philippine Public Sector? Is there a different relationship between the different dimensions of total compensation with turnover intention? Which dimension of pay satisfaction has the greatest influence on turnover intention in public sector employees? Does age have a moderating effect on the relationship between pay satisfaction and turnover intention?

1.4 Scope and Delimitation

This study will examine the relationship between pay satisfaction and turnover intention of the civilian regular personnel employed within the Executive Branch of the Philippine National Government. Specifically, the study will cover the civilian personnel within the Department of Budget and Management – a national government agency.

Conversely, the military and uniformed personnel of the Philippine government, as well as employees belonging to the Legislative and Judicial Branches of government, and the different local government units are excluded from the coverage of this study. Employees from the government – owned or -controlled corporations are likewise excluded from the coverage of this study. Personnel from these sectors are excluded because of the differences in the nature of their compensation and funding source compared to the Executive Branch.

Chapter 2: Literature Review

2.1 Pay Satisfaction

Pay satisfaction has been the subject of numerous studies in the past decades. The two leading theories on the cause of pay satisfaction are the Equity and Discrepancy Theories. Williams et al (2006), summarized the congruencies between equity and discrepancy theories pertaining to pay satisfaction: the primary determinants of pay satisfaction are the perceived amount of pay actually received vis-à-vis the perceived amount of pay that should be received (or deserved pay); when these two are at the same level then employees will experience pay satisfaction; and when the amount of pay received is lower than the perceived amount of pay that should be received then the employees will experience pay dissatisfaction.

In particular, Equity Theory, popularized by Adams (1965, as cited in Mohamed et al, 2017 & Williams et al, 2006), argues that pay satisfaction is an outcome of pay equity which is determined by comparing the work inputs of an individual, e.g., experience, education, effort, with his/her work outputs, e.g., pay, working conditions, and rewards. When the inputs and outputs match, then the employee deems it fair and becomes satisfied with his/her pay (Mohamed et al, 2017).

With focus on pay level, Sweeney (1990) further explored the equity theory on pay satisfaction, particularly on the concept of one's perception of fairness towards the amount of compensation he/she received for a job. He found that income level was a significant predictor of pay satisfaction. Further, perceptions of equity were found to have a linear relationship with pay satisfaction. To elaborate, employees who believed they were undercompensated, i.e., paid less than they deserve, displayed pay dissatisfaction. On the other hand, employees who thought that their pay level is more or less what they deserved were generally satisfied (equity group). Interestingly, those who perceived that they were paid more than what they deserved did not display higher levels of satisfaction compared to those in the equity group, but not less than the undercompensated group (Sweeney, 1990).

Discrepancy Theory (Lawler, 1971 as cited in Mohamed et al, 2017), builds on Equity Theory with the inclusion of job characteristics in determining what an employee would perceive as deserved pay, e.g., difficulty of the work and level of responsibility. If the individual receives pay that matches his/her perception of deserved pay, then pay satisfaction is achieved. Conversely, when actual pay and deserved pay do not match, pay dissatisfaction will arise. On the other hand, recent studies on discrepancy theory have claimed a different reaction towards overpayment as they postulate that while this excess may be viewed as not fair, it will still lead the employee concerned to be satisfied with said pay (Williams et al, 2006).

Previous research viewed pay satisfaction as a one-dimensional concept which only considered the general level of satisfaction with pay, and using measures such as the Minnesota Satisfaction Questionnaire or the Job Descriptive Index (Mohamed et al, 2017).

However, in a study by Heneman and Schwab (1985), they have pointed out that pay is not a one-dimensional concept, rather pay satisfaction has multiple dimensions differentiated by employees among the various components of compensation, namely, *pay level* pertaining to the wage or salary, *benefits* referring to indirect pay such as insurance, pension, etc., *raises* corresponding to the increases in one's pay level, and *structure* regarding the hierarchical structure within which pay is administered. Relatedly, a Pay Satisfaction Questionnaire (PSQ) composed of 18 items corresponding to the four dimensions of pay satisfaction, namely, pay level, benefits, raises, and structure/administration of pay was developed (Heneman and Schwab, 1985).

2.2 Pay Satisfaction and Turnover Intention

The study on turnover is an important subject because getting new employees to replace those who left is an expensive exercise (Cho and Lewis, 2012) because the organization will need to spend time and money to advertise, hire, and train the newly-hired employee (Ertas, 2015). Moreover, the adjustment period for the new employee can have an impact on the productivity and service delivery of the agency (Ertas, 2015).

High employee turnover rates in an agency can be an indicator of dissatisfaction amongst personnel due to several factors such as salaries, values, challenges, career opportunities, and relationship with co-workers, among others (Ertas, 2015).

Turnover intention has been conceptualized by Tett and Meyer (1993) as “a conscious and deliberate willfulness to leave the organization” (p. 262). Based on their study, Cho and Lewis (2012) found that turnover intention as a sensible proxy for actual turnover given the high correlation between actual leaving and intending to leave, and that turnover rates fluctuate depending on age and work experience.

In their meta-analysis, Griffeth, Hom, and Gaertner (2000) supported previous assumptions that job satisfaction and organizational commitment, among others, are significant predictors of actual turnover; and that employees who experience job dissatisfaction are more likely to quit their jobs. The availability of job opportunities outside the current company can also influence the final decision to quit (Hom, et al, 2012).

While literature on the causes or determinants of pay satisfaction is relatively abundant, Williams et al (2006) noted that there is little literature available on the outcomes or consequences of pay satisfaction or dissatisfaction. In their meta-analysis of more than 200 studies on the subject, they found a moderate relationship between pay level satisfaction and turnover intention, while the

relationship between pay level satisfaction and behavioral outcomes were weaker (Williams et al, 2006).

It has been posited that pay satisfaction has critical influence on a number of employee outcomes, thus, dissatisfaction with pay can likewise negatively affect such outcomes (Heneman and Judge, 2000, as cited in Singh and Loncar, 2010). In a study on nursing turnover intent, Lum et al (1998) found that pay satisfaction has a direct effect on turnover intent since it was significantly associated with decreasing the latter, as well as weaker indirect effect mediated by job satisfaction and organizational commitment. It is important to note that the study by Lum et al did not consider the multidimensionality of pay satisfaction.

In a study focused on employees in non-profit organizations, Treuren and Frankish (2014) affirmed findings that employees with higher pay satisfaction are less likely to leave. Their study centered on the relationship among pay understanding, pay satisfaction, and intention to leave.

Mohamad et al (2017) noted that only a few studies have examined the relationship between pay satisfaction and turnover intention and argues that while statistically significant, it fails to explain much of the variance in turnover intention. In this regard, they posited three possible reasons on the matter: a) pay satisfaction is not as central to turnover as previously believed; b) a number of moderating variables affecting pay satisfaction and turnover intention and factoring them might strengthen the relationship; and c) the

complexity of the relationship is not fully captured by assuming a linear relationship (Mohamed et al, 2017). They add that there is value in testing these relationships outside the context of the United States. Corollary, further studies on the consequences of pay satisfaction or dissatisfaction will contribute to further understanding of this subject.

2.3 Age Dimension

In a study by Ertas (2015) comparing the millennial generation, i.e., those born before 1980, with the older generation in the U.S. Federal Government, findings show that the younger generation has a higher tendency to signify turnover intention. Despite this, no significant differences were found in the predictors for turnover intention between these generations (Ertas, 2015).

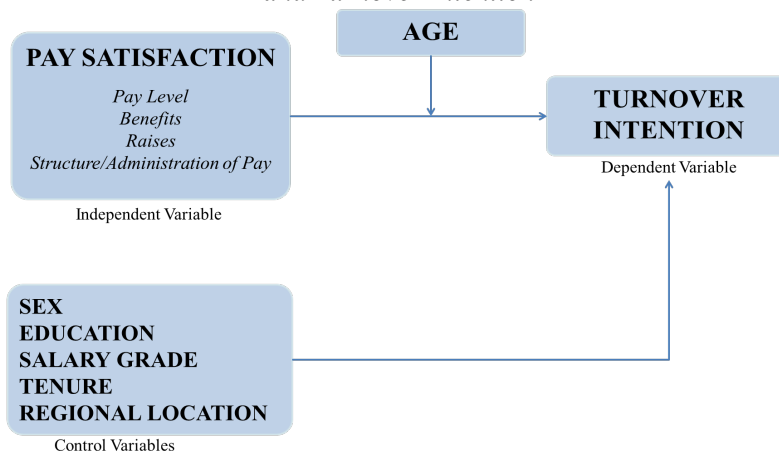
Based on the composition of the Philippine Civil Service, more than 30% are below 35 years old, who may be considered as being in the early stages of their career. Hence, there is merit in conducting a study on the effect of age in the relationship of pay satisfaction and turnover intention in the context of the Philippine public sector.

Chapter 3: Research Design

3.1 Conceptual Framework

This study will examine the relationship between the different dimensions of pay satisfaction and turnover intention in the Philippine Department of Budget and Management. Based on past literature and in relation to compensation structure in the Philippine public sector, this study adopted the multi-dimensionality of pay satisfaction as the independent variable, while the turnover intention is the dependent variable. Based on previous studies, age will be examined as a moderating variable. Meanwhile, demographic data, i.e., sex, education, salary grade/position level, tenure, and regional location are considered as the control variables. The conceptual model is presented below:

Figure 1. *Conceptual Model of the Relationship between Pay Satisfaction and Turnover Intention*



3.2 Hypotheses of the Study

Based on the related literature on the relationship of pay satisfaction and turnover intention, and taking into account the context of the Philippine Department of Budget and Management, the following hypotheses have been formulated for this study:

Hypothesis 1: Public sector employees with higher levels of pay satisfaction are likely to report lower turnover intentions.

Hypothesis 1A: Public sector employees with higher levels of *pay level* satisfaction are likely to report lower turnover intentions.

Hypothesis 1B: Public sector employees with higher levels of *benefits* satisfaction are likely to report lower turnover intentions.

Hypothesis 1C: Public sector employees with higher levels of *pay raises* satisfaction are likely to report lower turnover intentions.

Hypothesis 1D: Public sector employees with higher levels of *pay structure/administration* satisfaction are likely to report lower turnover intentions.

It is expected that pay satisfaction is negatively associated with turnover intention, thus, employees with higher levels of pay satisfaction will have lower levels of turnover intention. Corollary, the level of satisfaction with each component of pay satisfaction, i.e., pay level, benefits, raises, and

structure/administration is also expected to be negatively associated with turnover intention.

Hypothesis 2: Age will moderate the effect of pay satisfaction to turnover intention.

It is expected that age will have a moderating effect on the relationship between pay satisfaction and turnover intention and the strength of this relationship will vary based on age group.

3.3 Conceptualization and Operationalization

For this study, the following operational definitions of concepts shall be used:

3.3.1 Independent Variable

Pay satisfaction shall be the independent variable in this research study. Pay satisfaction shall refer to the positive feelings of an employee towards his/her total compensation. For the purposes of this study, the dimensions defined by Heneman and Schwab (1985) shall be adopted, i.e., *pay level*, *benefits*, *raises*, and *structure*. The level of pay satisfaction shall be measured by getting the total score for the 18 items from the PSQ (Heneman and Schwab, 1985).

Some of the studies that used the PSQ in measuring pay satisfaction (overall) and/or pay level satisfaction are presented below:

Title	Author/s (Year)
Pay Satisfaction and Organizational Politics as Predictors of Quality of Work Life among Government Employees	Mathew O. Olasupo, Erhabor S. Idemudia, Ganiyat S. Arowosegbe and Damilare A. Fagbenro (2019)
The Relationship Between Pay Satisfaction and Turnover Intention in Egypt	Ahmed A. Mohamed, Mohamad Saad Mohamad, and Ahmed E. Awad (2017)
Worker-Supervisor Relationship and Pay Satisfaction: Influence on Turnover Intention among Primary School Teachers in Ado, Nigeria	Aondoaver Ucho, Ogoro Sunday, Kwasedoo Ngbea, and Yakubu Banje (2015)
Pay Satisfaction, Job Satisfaction and Turnover Intent	Parbudyal Singh and Natasha Loncar (2010)
Teachers and their international relocation: The effect of self-esteem and pay satisfaction on adjustment and outcome variables	Warnie Richardson, Clement Von Kirchenheim, and Carole Shannon Richardson (2006)
Unequal Pay, Unequal Responses? Pay Referents and their Implications for Pay Level Satisfaction	Michelle Brown (2001)
Understanding Pay Satisfaction: The Limits of a Compensation System Implementation	Frederick P. Morgeson, Michael A. Campion, and Carl P. Maertz (2001)
Consequences of Satisfaction with Pay Systems: Two Field Studies	Marcia P. Miceli and Paul W. Mulvey (2000)
Pay satisfaction of R&D personnel in manufacturing organizations: The role of career comparison process	Pulak Das and Bikash Bhadury (1997)

3.3.2 Dependent Variable

Turnover intention shall be the dependent variable in this proposed research study which shall refer to “a conscious and deliberate willfulness to leave the

organization” (Tett and Meyer, p. 262). This variable shall be measured by the following question:

Are you considering leaving your organization within the next year, and if so, why?

☐ NO

☐ YES

If Yes:

☐ To retire

☐ To take another job within the National Government

☐ To take another job outside the National Government

☐ Other.

It may be noted that previous studies have used similar forms of this question to measure turnover intention. For instance, Choudhury and Gupta (2011) and Abraham (1999) used three items to measure turnover intention, including “I will probably look for a new job in the next year”, while Meyer et al (1993) included “How likely are you to leave your current work within the next year?”.

3.3.3 Moderating Variable

To examine the differences between the relationship of pay satisfaction with turnover intention among the different age groups in the agency, age will be used as a moderating variable.

3.4 Measurement and Data Sources

Primary data will be obtained through the administration of a single questionnaire to the target respondents to measure their pay satisfaction and turnover intention levels. The questionnaire will be comprised of a total of 18 items for pay satisfaction and 3 items for turnover intention using a 5-point Likert scale, as well as six demographic questions relating to the moderating and control variables. A summary of the measures is presented in Table 1.

Table 1. Coding of Variables

Variable	Item No. in the Questionnaire	Codes
Pay Satisfaction <ul style="list-style-type: none"> • Pay Level • Benefits • Raises • Structure/ Administration of Pay 	Items 1, 5, 8, 10 Items 2, 6, 9, 11 Items 3, 4, 7, 12 Items 13, 14, 15, 16, 17, 18	5 = Very satisfied 4 = Satisfied 3 = Neither satisfied nor dissatisfied 2 = Dissatisfied 1 = Very dissatisfied
Turnover Intention	Items 19	0 = NO 1 = YES
Age	Item 20	1 = 25 years and under 2 = 26 to 29 years old 3 = 30 to 39 years old 4 = 40 to 49 years old 5 = 50 to 59 years old 6 = 60 years or older
Sex	Item 21	1 = Female 2 = Male
Salary Grade	Item 22	1 = SG 1-10 2 = SG 11-18 3 = SG 19-24 4 = SG 25-31 5 = SG 32-33

Variable	Item No. in the Questionnaire	Codes
Tenure (Years in Government Service)	Item 23	1 = below 5 years 2 = 5 to 10 years 3 = 11 years to 15 years 4 = 16 years to 20 years 5 = More than 20 years
Education	Item 24	1 = Elementary or High School Education 2 = Bachelor's Degree 3 = Post-Graduate Degree
Regional Location	Item 25	16 Regions

The mean of the responses for Items 1 to 18 will be calculated to get the pay satisfaction variable (overall), while the mean of the specific items for each factor of pay satisfaction (i.e., pay level, raises, benefits, and structure/administration) will also be calculated to get the satisfaction level for each factor. The turnover intention variable will be measured by a single item answerable by yes or no, to be coded as 1 or 0.

Secondary data such as laws, rules, and regulations and other publications will be utilized to supplement the survey data. Personal interviews were also conducted to validate the results of the survey and expound on the ideas and opinions of selected employees.

3.5 Sampling and Data Collection Method

3.5.1 Population and Sample

The target population for this study consists of all full-time regular personnel in the Philippines' Department of Budget and Management. According to the FY 2023 Staffing Summary (DBM, 2022), the Department had a total of 933 filled permanent personnel in FY 2021.

Using the conventional approach by Krejcie and Morgan (1970) in determining sample size with a 95% confidence level and a 5% standard error, the target sample size (n) is 273 personnel.

3.5.2 Data Collection

This study is designed to be a quantitative and explanatory survey research to examine the relationship between pay satisfaction and turnover intention in the employees of the Executive Branch in the Philippine Department of Budget and Management.

The data for this study was collected through the administration of an online survey questionnaire using *Google Forms*. The approval of the head of agency was secured to administer the data through the Department's webmail.

The survey shall be accomplished anonymously to allow respondents to freely answer the questions without fear of repercussions. However to ensure that only employees of the Department of Budget and Management will be able to access the survey and avoid duplication, access will be limited to the webmail domain, @dbm.gov.ph, and each email address can only submit one response. The survey responses are targeted to be collected within a one-month period after administration and the results shall be tabulated and analyzed using statistical software thereafter. The data to be collected shall be anonymous and confidential and only the aggregate results shall be reported.

For the personal interviews, two sets of interviewees were identified: first, existing employees of the Department of Budget and Management; second, former employees who have voluntarily left the agency within the last five (5) years.

3.6 Data Analysis Method

The data that will be collected from the administration of the online survey will be organized, encoded and screened for processing and analysis using statistical software such as SAS. Descriptive statistics, correlation analysis, and logistic regression analysis will be performed to analyze the data and test the hypotheses.

3.7 Survey Instrument

The proposed survey instrument will be a single questionnaire composed of a total of 27 questions which will be administered to the sample population through *Google Forms*. To measure overall pay satisfaction and its four factors/components, the 18-item Pay Satisfaction Questionnaire (PSQ) by Heneman and Schwab (1985) was used. To measure turnover intention, a single question answerable by yes or no was utilized. Finally, the inclusion of demographic questions such as age, sex, and years of service, among others was used as control variables.

3.8 Reliability and Validity

The PSQ have been used by various scholars in their respective research about pay satisfaction in relation to other outcomes. Based on their validation of the instruments, the reliability of subject questionnaires to measure pay satisfaction have been validated.

To further test this, the Cronbach's alpha (α) shall be utilized to check the internal consistency of the questionnaire. According to George and Mallery (2003), the following reference points can be used: “_ > .9 – Excellent, _ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor, and _ < .5 – Unacceptable”.

Chapter 4: Presentation, Analysis, and Discussion of Results

4.1 Descriptive Statistics of Survey Respondents

4.1.1 Demographic Characteristics of Survey Respondents

A total of 194 employees from the Department of Budget and Management participated in the study. A summary of the distribution of respondents by age, sex, salary grade, tenure, educational attainment, and regional location is presented in Table 2.

It can be noted that, in terms of age, nearly half of the respondents are 29 years old and below (44.33%) while the other half are between 30 years to older than 60 years old. Based on sex, majority of the respondents are female (70.10%). According to salary grade, majority of the respondents belong to the Professional Category, i.e., SG 11 to 18 (55.17%) and SG 19 to 24 (31.96%). With regard to tenure, the biggest share of respondents has below 5 years of service (38.14%), closely followed by those with 5 to 10 years of service (34.54%), while the remaining 27.32% belong to the categories with more than 10 years of service. In terms of educational attainment, almost 96% of the respondents have earned at least an undergraduate degree, with 54.12% with a Bachelor's degree and 41.75% with a Post-Graduate degree. Finally,

majority of the respondents came from the National Capital Region at 62.89%%, followed by Region VII at 12.89%. Notably, there were no respondents from Regions I and IX.

Table 2. Demographic Characteristics of Survey Respondents (n=194)

Variable	Category	Frequency	Percentage
Age	25 years and under	24	12.37
	26 to 29 years old	62	31.96
	30 to 39 years old	61	31.44
	40 to 49 years old	22	11.34
	50 to 59 years old	17	8.76
	60 years or older	8	4.12
Sex	Female	136	70.10
	Male	58	29.90
Salary Grade	SG 1 to 10	17	8.76
	SG 11 to 18	107	55.15
	SG 19 to 24	62	31.96
	SG 25 to 31	8	4.12
Tenure	below 5 years	74	38.14
	5 to 10 years	67	34.54
	11 to 15 years	15	7.73
	16 to 20 years	9	4.64
	more than 20 years	29	14.95
Educational Attainment	Elementary or High School Education	8	4.12
	Bachelor's Degree	105	54.12
	Post-Graduate Degree	81	41.75
Regional Location	Cordillera Administrative Region	7	3.61
	National Capital Region	122	62.89
	Region I - Ilocos Region	0	0
	Region II - Cagayan Valley	4	2.06
	Region III - Central Luzon	6	3.09
	Region IVA - CALABARZON	8	4.12
	Region IVB - MIMAROPA	1	0.52
	Region V - Bicol	3	1.55

Variable	Category	Frequency	Percentage
	Region VI - Western Visayas	4	2.06
	Region VII - Central Visayas	25	12.89
	Region VIII - Eastern Visayas	2	1.03
	Region IX - Zamboanga Peninsula	0	0
	Region X - Northern Mindanao	2	1.03
	Region XI - Davao Region	5	2.58
	Region XII - SOCCSKSARGEN	1	0.52
	Region XIII - CARAGA	4	2.06

To simplify the presentation of the regional location in the succeeding sections, the data will be categorized into National Capital Region (NCR) (n=122) and non-NCR (n=72).

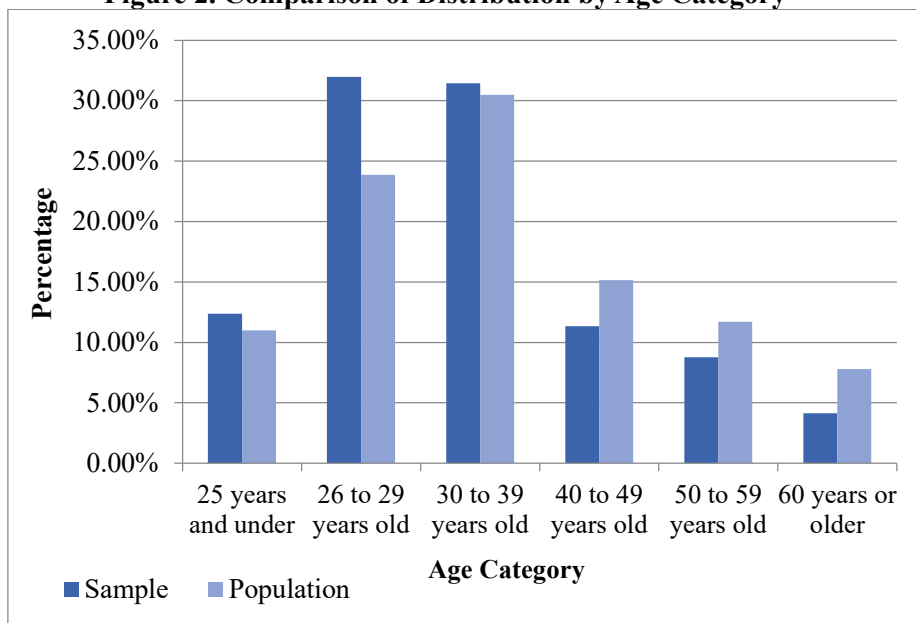
4.1.2 Comparison of the Profile of Survey Respondents and Population

It is noted that based on the latest available data provided by the Department of Budget and Management, the total filled positions as of October 4, 2022 is 1,025, which is higher than the population of 933 initially considered in designing this study. Corollary, for a 95% confidence level, the sample size should have been 280, instead of 273. At the end of the survey period, 194 respondents answered the online questionnaire, equivalent to 69.29% response rate of the adjusted sample size. Further, the actual survey

respondents represent 18.93% of the total population. The adjusted margin of error is 6.34%.

A comparison of the characteristics, i.e., age, salary grade, and sex, of the population vis-à-vis the actual survey respondents is presented in this Section of the study to check the representativeness of the sample.

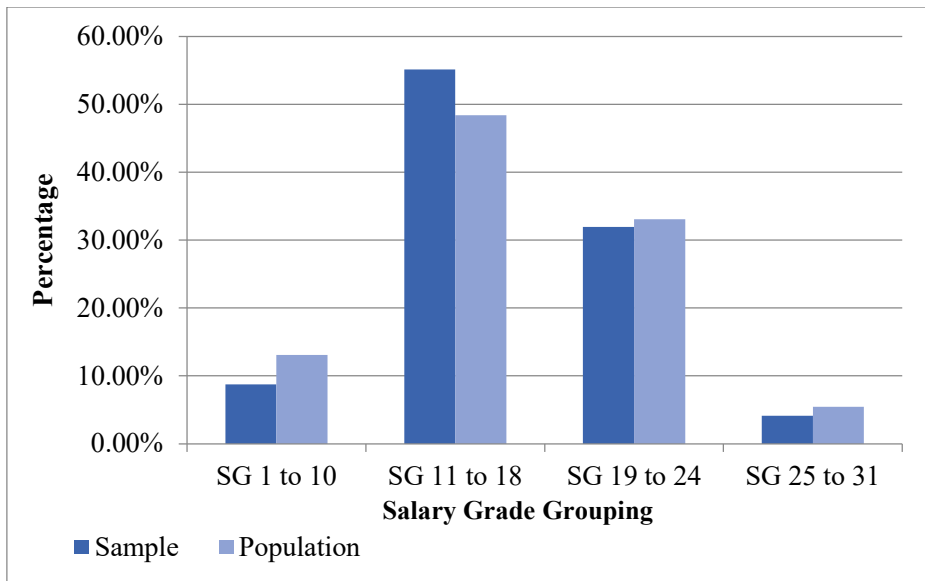
Figure 2. Comparison of Distribution by Age Category



Sources: Department of Budget and Management, Researcher's Survey Data

In terms of age distribution, the sample for age groups 25 years and under and 30 to 39 years old are close to the population. However, it is observed that employees aged 26 to 29 years old may be overrepresented in the sample, while those in the latter age groups (40 to 49, 50 to 59, and 60 years or older) may be underrepresented.

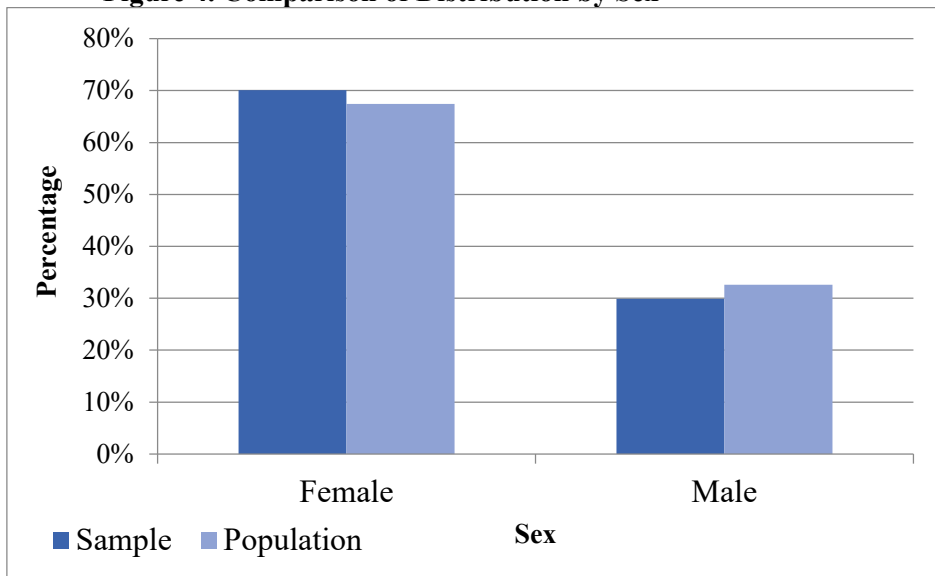
Figure 3. Comparison of Distribution by Salary Grade



Sources: Department of Budget and Management, Researcher's Survey Data

In terms of distribution by salary grade, the sample closely resembles that of the population.

Figure 4. Comparison of Distribution by Sex



Sources: Department of Budget and Management, Researcher's Survey Data

In terms of sex, the sample also closely resembles the female to male ratio of the population.

4.2 Descriptive Statistics of the Independent Variables

A summary of the descriptive statistics of total pay satisfaction as the independent variables, as well as of the four components of pay satisfaction, is presented in Table 3. Given the mean of 3.5180 (sd=0.8) for total pay satisfaction, it suggests that respondents are not dissatisfied with their pay, but have low satisfaction levels. Breaking down into the components of pay satisfaction, the data suggests that the respondents have higher satisfaction in the structure and administration of pay (i.e., how the pay is being administered) compared to the other dimensions of pay (level, benefits, and raises).

Table 3. Summary of Descriptive Statistics of Independent Variables

Independent Variable	n	mean	SD	min	max
Total Pay Satisfaction Score	194	3.5180	0.8001	1.0000	5.0000
Pay Satisfaction – Pay Level	194	3.4639	0.9430	1.0000	5.0000
Pay Satisfaction – Benefits	194	3.4420	0.9577	1.0000	5.0000
Pay Satisfaction – Raises	194	3.4317	0.8571	1.0000	5.0000
Pay Satisfaction – Structure/Administration	194	3.6624	0.7871	1.0000	5.0000

Table 4 summarizes the mean satisfaction scores for the independent and dependent variables grouped by age category. Among the six age groups, employees aged 60 years or older responded with the highest satisfaction scores in total pay and all four factors of pay satisfaction.

Table 4. Mean Satisfaction Score by Age Group

Age Group	Mean (n=194)					
	Total Pay Satisfaction	Pay Level	Benefits	Raises	Structure/Administration	Turnover Intention
25 years and under	3.493	3.260	3.490	3.375	3.729	0.500
26 to 29 years old	3.499	3.355	3.375	3.407	3.739	0.242
30 to 39 years old	3.517	3.504	3.488	3.447	3.593	0.213
40 to 49 years old	3.497	3.659	3.375	3.409	3.530	0.182
50 to 59 years old	3.454	3.500	3.294	3.412	3.559	0.118
60 years or older	3.938	4.000	3.969	3.781	3.979	0.500

4.3 Descriptive Statistics of the Dependent Variable

Turnover intention is measured by a single question, “Are you considering leaving your organization within the next year?”. Of the 194 respondents, 144 responded with “No”, while 50 answered “Yes”. This suggests that majority of the respondents have no intention to leave the Department within the immediate future. Further, a mean of 0.2577 (sd=0.4385) also suggests lower turnover intention among the survey respondents.

Table 5. Frequency Statistics of the Dependent Variable

Dependent Variable		
Turnover Intention	Frequency	%
No	144	74.23
Yes	50	25.77

Table 6 Summary of Descriptive Statistics of Dependent Variable

Dependent Variable	n	mean	SD	min	max
Turnover Intention	194	.2577320	.4385173	0	1.0000000

Table 7. Summary of Turnover Intention by Age Group

Age Group	25 years and under	26 to 29 years old	30 to 39 years old	40 to 49 years old	50 to 59 years old	60 years or older
Mean Turnover Intention (Yes=1, No=0)	0.500	0.242	0.213	0.182	0.118	0.500

As shown in Table 7, respondents aged 50 to 59 years old registered the lowest turnover intention with a mean score of 0.118, followed by employees aged 40 to 49 years old with a mean score of 0.182. On the other hand, the youngest age group (25 years old and below) and the oldest age group (60 years old and above) registered the highest turnover intention with a mean score of 0.5.

4.4 Results of the Reliability Test

As previously discussed, the reliability of the PSQ was checked using the Cronbach alpha (α) test through the SAS software. The standardized Cronbach's alpha for the PSQ (with 18 items) is 0.970 which suggests good internal consistency and reliability.

Table 8. Results of the Reliability Test per Variable

Variable	Items	Cronbach Coefficient Alpha		Result
		Raw Data	Standardized	
Total Pay Satisfaction Score	1 to 18	0.969588	0.969542	Excellent
Pay Satisfaction – Pay Level	1, 5, 8, 10	0.961638	0.961697	Excellent
Pay Satisfaction – Benefits	2, 6, 9, 11	0.951512	0.951755	Excellent
Pay Satisfaction – Raises	3, 4, 7, 12	0.903094	0.903772	Excellent
Pay Satisfaction – Structure/ Administration	13, 14, 15, 16, 17, 18	0.903019	0.905028	Excellent

4.5 Results of the Pearson's Linear Correlation Coefficients Test

This Section presents the results of the correlation tests performed on the independent variables (total pay satisfaction, pay satisfaction – level, pay satisfaction – benefits, pay satisfaction – raises, and pay satisfaction – structure/administration). The summary of the results is presented in Table 9.

At 1% significance level, overall pay satisfaction has a moderate negative correlation with turnover intention ($r=-0.43$). When broken down into the four factors of pay satisfaction, level and raises both a moderate negative correlation with turnover intention ($r=-0.42$, $r=-0.40$), while benefits and structure/administration both have a weak negative correlation with turnover intention ($r=-0.39$, $r=-0.36$).

With regard to the demographic variables, the correlation test showed no significant correlation with turnover intention at the 1%, 5% and 10% significance levels.

Table 9. Pearson Correlation Coefficients, n = 194
Prob > |r| under H0: Rho=0

Variables	Total Pay Satisfaction	Level	Benefits	Raises	Structure/ Administration	Turnover Intention	Age Group	Sex	Salary Grade	Tenure	Education	Regional Location
Total Pay Satisfaction	1.00000											
Level	0.91227*** <.0001	1.00000										
Benefits	0.89592*** <.0001	0.76033*** <.0001	1.00000									
Raises	0.92952*** <.0001	0.83993*** <.0001	0.77270*** <.0001	1.00000								
Structure/ Administration	0.91946*** <.0001	0.75688*** <.0001	0.75283*** <.0001	0.81108*** <.0001	1.00000							
Turnover Intention	-0.42597*** <.0001	-0.41594*** <.0001	-0.38677*** <.0001	-0.39751*** <.0001	-0.36454*** <.0001	1.00000						
Age Group	0.04974 0.4910	0.15009** 0.0367	0.03390 0.6389	0.05415 0.4533	-0.03499 0.6281	-0.10415 0.1484	1.00000					
Sex	-0.04690 0.5161	-0.01685 0.8157	-0.06054 0.4017	-0.03014 0.6765	-0.05857 0.4172	0.00133 0.9853	-0.11508 0.1101	1.00000				
Salary Grade	0.19517*** 0.0064	0.32224*** <.0001	0.08853 0.2196	0.19866*** 0.0055	0.12179* 0.0907	-0.01236 0.8642	0.49618*** <.0001	0.02025 0.7793	1.00000			
Tenure	0.07098 0.3254	0.16420** 0.0222	0.03655 0.6129	0.07867 0.2756	-0.00143 0.9842	-0.02420 0.7376	0.83189*** <.0001	0.11136 0.1221	0.61717*** <.0001	1.00000		
Education	0.07919 0.2724	0.15700** 0.0288	0.02858 0.6924	0.07479 0.3000	0.03863 0.5928	-0.10075 0.1622	0.35383*** <.0001	0.07647 .2893	0.46626*** <.0001	0.41266*** <.0001	1.00000	
Regional Location	0.15049** 0.0362	0.17411** 0.0152	0.18625*** 0.0093	0.11442 0.1122	0.08574 0.2345	0.01081 0.8810	0.14339** 0.0461	-0.22201*** 0.0019	0.17620 0.0140	0.10687 0.1380	0.13086* 0.0690	1.00000

Note: ***Correlation is significant at the 0.01 level; **Correlation is significant at the 0.05 level; *Correlation is significant at the 0.10 level

4.6 Hypotheses Tests

To test the hypotheses formulated in Chapter 3, logistic regression was performed between the independent variable (pay satisfaction) and dependent variable (turnover intention), including the control variables (sex, salary grade, tenure, educational attainment, and regional location) and the moderator variable (age).

In addition, logistic regression was also performed between the four factors of pay satisfaction as independent variables, i.e., level, benefits, raises, and structure/administration, and turnover intention as the dependent variable, along with all the control and moderating variables.

The results are presented in the succeeding sections.

4.6.1 Hypothesis 1: Public sector employees with higher levels of pay satisfaction are likely to report lower turnover intentions.

To test Hypothesis 1, logistic regression was performed on the independent variable (overall pay satisfaction) and the dependent variable (turnover intention), (sex, salary grade, tenure, educational attainment, and regional location) and the moderator variable (age).

For model 1, the result of the logistic regression is presented in Table 10.

Table 10. Results of Logistic Regression of the Effect of Pay Satisfaction (Overall) on Turnover Intention

Analysis of Maximum Likelihood Estimates						Odds Ratio Estimates
Parameter	DF	Estimate	Standard Error	Wald Chi-Square	Pr > Chi Sq	Point Estimate
Intercept	1	3.5477	1.3281	7.1358	0.0076	
Total Pay Satisfaction	1	-1.5047	0.2777	29.3676	<.0001	0.222
Age	1	-0.7147	0.2933	5.9399	0.0148	0.489
Sex	1	0.0629	0.4334	0.0211	0.8846	1.065
Salary Grade	1	0.5585	0.4043	1.9086	0.1671	1.748
Tenure	1	0.4631	0.2929	2.5001	0.1138	1.589
Education 1	1	1.5559	1.0566	2.1687	0.1408	4.740
Education 2	1	0.5016	0.4603	1.1875	0.2758	1.651
Region	1	-0.4595	0.4327	1.1276	0.2883	0.632

For model 1, the variables pay satisfaction (overall) and age are both statistically significant at 5% with p-value lower than 0.05, while the control variables are deemed not statistically significant. With a negative coefficient for pay satisfaction and age, it means that for every one unit increase in pay satisfaction or age, the odds for turnover intention (1=yes) decreases. In the case of pay satisfaction, for every one point increase (meaning more satisfied with pay), the odds for turnover intention decreases by 22.6%. In the case of age, for every one group increase (meaning older age group), the odds for turnover intention decreases by 48.9%.

This supports Hypothesis 1 that public sector employees with higher levels of pay satisfaction are likely to report lower turnover intentions.

Hypothesis 1A: Public sector employees with higher levels of *pay level* satisfaction are likely to report lower turnover intentions.

Hypothesis 1B: Public sector employees with higher levels of *benefits* satisfaction are likely to report lower turnover intentions.

Hypothesis 1C: Public sector employees with higher levels of *pay raises* satisfaction are likely to report lower turnover intentions.

Hypothesis 1D: Public sector employees with higher levels of *pay structure/administration* satisfaction are likely to report lower turnover intentions.

For model 2, the same logistic regression was performed, but instead of using overall pay satisfaction as independent variable, the four factors of pay satisfaction were separated as individual variables to see its effect on turnover intention. The summary is the result of the logistic regression is presented in the Table 11 below.

Table 11. Results of Logistic Regression of the Effect of the Four Factors of Pay Satisfaction on Turnover Intention

Analysis of Maximum Likelihood Estimates						Odds Ratio Estimates
Parameter	DF	Estimate	Standard Error	Wald Chi-Square	Pr > Chi Sq	Point Estimate
Intercept	1	3.1460	1.3890	5.1302	0.0235	
Pay Level	1	-0.7543	0.4175	3.2636	0.0708	0.470
Benefits	1	-0.3107	0.3393	0.8387	0.3598	0.733

Analysis of Maximum Likelihood Estimates						Odds Ratio Estimates
Parameter	DF	Estimate	Standard Error	Wald Chi-Square	Pr > Chi Sq	Point Estimate
Raises	1	-0.1826	0.4839	0.1424	0.7059	0.833
Structure/ Administration	1	-0.2041	0.4314	0.2237	0.6362	0.815
Age	1	-0.6812	0.2962	5.2869	0.0215	0.506
Sex	1	-0.0104	0.4393	0.0006	0.9812	0.990
Salary Grade	1	0.6349	0.4190	2.2955	0.1297	1.887
Tenure	1	0.4670	0.2953	2.5013	0.1138	1.595
Education 1	1	1.6050	1.0422	2.3713	0.1236	4.978
Education 2	1	0.4575	0.4714	0.9419	0.3318	1.580
Region	1	-0.5327	0.4468	1.4213	0.2332	0.587

Based on the results of the logistic regression, among the four factors of pay satisfaction, only Pay Level is statistically significant in explaining turnover intention at the 10% level but not at the 5% level. With a negative coefficient for pay level, it means that for every one unit increase in pay level, the odds for turnover intention (1=yes) decreases. In the case of pay level satisfaction, for every one point increase (meaning more satisfied with pay level), the odds for turnover intention decreases by 47%.

Hence, there is evidence to support Hypothesis 1A that public sector employees with higher levels of pay level satisfaction are likely to report lower turnover intentions. However, there is no evidence to support Hypotheses 1B, 1C, and 1D pertaining to the individual effect of benefits, raises, and structure/administration of pay in explaining turnover intention.

4.6.2 Hypothesis 2: Age will moderate the effect of pay satisfaction to turnover intention.

To test hypothesis 2 on whether age will moderate the effect of pay satisfaction on turnover intention, the respondents were grouped between the MZ (Millennial and Generation Z) Generation (i.e., ages 39 years old and below; n=147) and the Older Generation (i.e., ages 40 and above; n=47). Logistic regression was then performed on each group. However, the Older Generation (n=47) did not have enough sample size to yield reliable results based on the model fit statistics. Thus, only the results of the logistic regression for the MZ Generation will be discussed and analyzed in the succeeding sections.

Table 12. Results of the Logistic Regression of the Effect of Pay Satisfaction (Overall) on Turnover Intention (MZ Generation)

Analysis of Maximum Likelihood Estimates						Odds Ratio Estimates
Parameter	DF	Estimate	Standard Error	Wald Chi-Square	Pr > Chi Sq	Point Estimate
Intercept	1	5.7697	1.7338	11.0746	0.0009	
Total Pay Satisfaction	1	-1.9222	0.3799	25.6018	<.0001	0.146
Age	1	-1.3433	0.4066	10.9168	0.0010	0.261
Sex	1	0.00939	0.5125	0.0003	0.9854	1.009
Salary Grade	1	0.3737	0.5687	0.4316	0.5112	1.453
Tenure	1	1.0051	0.4911	4.1886	0.0407	2.732
Education 1	1	1.9387	1.2647	2.3499	0.1253	6.949

Analysis of Maximum Likelihood Estimates						Odds Ratio Estimates
Parameter	DF	Estimate	Standard Error	Wald Chi-Square	Pr > Chi Sq	Point Estimate
Education 2	1	0.6255	0.5836	1.1487	0.2838	1.869
Region	1	-0.5433	0.5227	1.0803	0.2986	0.581

As presented in Table 12, the variables pay satisfaction (overall) and age are both considered statistically significant in explaining turnover intention at the 1% level with p-values less than 0.01. With a negative coefficient for pay satisfaction and age, it means that for every one unit increase in pay satisfaction or age, the odds for turnover intention (1=yes) decreases. In the case of pay satisfaction, for every one point increase (meaning more satisfied with pay), the odds for turnover intention decreases by 14.6% for the MZ Generation.

To test the effect of the individual factors of pay satisfaction on turnover intention, logistic regression was also applied in the MZ Generation subset. The results are presented in Table 13 below.

Table 13. Results of Logistic Regression of the Effect of the Four Factors of Pay Satisfaction on Turnover Intention (MZ Generation)

Analysis of Maximum Likelihood Estimates						Odds Ratio Estimates
Parameter	DF	Estimate	Standard Error	Wald Chi-Square	Pr > Chi Sq	Point Estimate
Intercept	1	5.3746	1.8201	8.7203	0.0031	
Pay Level	1	-1.2102	0.5166	5.4869	0.0192	0.298
Benefits	1	-0.4260	0.3880	1.2058	0.2722	0.653

Analysis of Maximum Likelihood Estimates						Odds Ratio Estimates
Parameter	DF	Estimate	Standard Error	Wald Chi-Square	Pr > Chi Sq	Point Estimate
Raises	1	0.3873	0.5719	0.4586	0.4983	1.473
Structure/ Administration	1	-0.5873	0.5085	1.3342	0.2481	0.556
Age	1	-1.3656	0.4208	10.5345	0.0012	0.255
Sex	1	-0.0866	0.5238	0.0273	0.8687	0.917
Salary Grade	1	0.4910	0.5918	0.6884	0.4067	1.634
Tenure	1	1.0611	0.5047	4.4191	0.0355	2.889
Education 1	1	1.9032	1.2459	2.3337	0.1266	6.708
Education 2	1	0.5010	0.6159	0.6616	0.4160	1.650
Region	1	-0.7217	0.5484	1.7315	0.1882	0.486

As may be observed in Table 13, among the four factors, only pay level is statistically significant in explaining turnover intention at the 5% level. With a negative coefficient for pay level and age, it means that for every one unit increase in pay level or age, the odds for turnover intention (1=yes) decreases. In the case of pay level, for every one point increase (meaning more satisfied with pay level), the odds for turnover intention decreases by 29.8% for the MZ Generation.

To recap, when considering the entire sample (n=194), for every unit increase in overall pay satisfaction (meaning higher satisfaction), the odds for turnover intention decreases by 22.6% for the overall sample (all age groups), while every one point increase in pay level (meaning more satisfied with pay level), the odds for turnover intention decreases by 47%. On the other hand, when

considering the MZ Generation subset (n=147), the effect of an increase in overall pay satisfaction and pay level also decreases the odds for turnover intention, albeit at lower rates of 14.6% and 29.8%, respectively.

Thus, given the difference in the effect of pay satisfaction and turnover intention given the age category (overall vis-à-vis MZ Generation), there is some evidence to support the moderating effect of age in the relationship.

4.7 Results of Personal Interviews

To validate the results of the survey, the researcher also conducted limited personal interviews (online) among two (2) groups: a) current employees of the Department of Budget and Management, and b) former employees of the agency who voluntarily separated within the last two (2) years. A total of six people were interviewed for this study.

To be comparable with the survey responses, the interviewees were also asked to rate their level of satisfaction with their pay and were asked to expound on their thoughts about pay satisfaction and turnover in the agency.

Group A: Interview with Current Employees of the Department of Budget and Management (n=4)

Table 14. Demographic Characteristics of Group A Interviewees

Variable	Category	No. of Interviewees
Age Group	30 to 39 years old	4
Salary Grade	SG 1 to 10	1
	SG 19 to 24	3
Tenure	5 to 10 years	3
	11 to 15 years	1

Table 15. Summary of Responses (Group A)

Question	Summary and Highlights
Are you satisfied with your current level of pay (basic salary)? On a scale of 1 (Very Dissatisfied) to 5 (Very Satisfied), how satisfied/dissatisfied?	Among the four interviewees, only 1 responded with 'No' in this question while the other 3 said that they are satisfied with their current level of pay (basic salary). The mean satisfaction score is 3.25.
Are you satisfied with your current level of benefits (health insurance, GSIS, PAGIBIG, etc)? On a scale of 1 (Very Dissatisfied) to 5 (Very Satisfied), how satisfied/dissatisfied?	Among the four interviewees, only 1 responded with 'No' in this question while the other 3 said that they are satisfied with their current level of benefits. The mean satisfaction score is 3.5.

Question	Summary and Highlights
Satisfied), how satisfied/dissatisfied?	
<p>Are you satisfied with the salary increases you have received over the past 5 years (or as applicable)?</p> <p>On a scale of 1 (Very Dissatisfied) to 5 (Very Satisfied), how satisfied/dissatisfied?</p>	<p>The responses were split, with 2 being satisfied, and 2 being not satisfied with their salary increases over the last 5 years.</p> <p>The mean satisfaction score is 2.75.</p>
<p>Are you satisfied with the administration of your salary (preparation of payroll, rules on overtime, etc)?</p>	<p>Among the four interviewees, 3 said that they are satisfied with the administration of their salary, while the other 1 said 'no' to this question.</p> <p>The mean satisfaction score is 4.0</p>
<p>Do you think government employees are well compensated? Why or why not?</p>	<p>The general answer to this question is yes, government employees are well compensation when compared to the private sector. Moreover, it was mentioned that government employees can be considered well compensated when considering total compensation, which will include salaries, bonuses, and pension benefits.</p>

Question	Summary and Highlights
	On the other hand, one respondent noted that government salaries cannot keep up with inflation and have inadequate health benefits.
Are you planning to leave the Department within the next year? Why or why not?	All four respondents answered 'no' to this question. The reasons included being happy with the overall work environment, promotion of culture of excellence, efforts of the DBM to motivate its workforce, and fulfillment of service obligation.
Do you have any suggestions to improve your pay satisfaction?	<ul style="list-style-type: none"> • More substantive salary increase on an annual/regular basis • More consistent rules on performance-based bonus • Strive to provide non-monetary benefits that will prevent employees from whining - 'inclusive' rewards and recognition, looking after employees' health • Improve health benefits comparable to having a health card
Do you have any suggestions to reduce turnover in the Department?	<ul style="list-style-type: none"> • Provide more opportunities for career progression and work-life balance • Stop micro-managing. Give employees greater control and flexibility. Strengthen

Question	Summary and Highlights
	<p>and commit to practice work-life balance</p> <ul style="list-style-type: none"> Give focus as well to establishing strong internal connections, have that sense of belongingness within the organization, enhance creativity and flexibility in ideas/innovations. It's not just the pay.

Group B: Interview with Former Employees (n=2)

Table 16. Demographic Characteristics of Group A Interviewees

Variable	Category	No. of Interviewees
Age Group	26 to 29 years old	1
	30 to 39 years old	1
Salary Grade while employed at the Department	SG 11 to 18	2
Tenure at the Department	5 to 10 years	2

Table 17. Summary of Responses (Group B)

Question	Summary and Highlights
On a scale of 1 (Very Dissatisfied) to 5 (Very Satisfied) - When you were still employed at the DBM, how satisfied were you with your level of pay (basic salary)?	Both responded yes to this question with a mean satisfaction score of 4.0.

Question	Summary and Highlights
On a scale of 1 (Very Dissatisfied) to 5 (Very Satisfied) - When you were still employed at the DBM, how satisfied were you with your benefits (health insurance, PAGIBIG, GSIS, etc)?	Both responded yes to this question with a mean satisfaction score of 3.5.
On a scale of 1 (Very Dissatisfied) to 5 (Very Satisfied) - When you were still employed at the DBM, how satisfied were you with the salary increases you have received over the past 5 years (or as applicable)?	Both responded yes to this question with a mean satisfaction score of 3.5.
On a scale of 1 (Very Dissatisfied) to 5 (Very Satisfied) - When you were still employed at the DBM, how satisfied were you with the structure/administration of your salary (preparation of	Both responded yes to this question with a mean satisfaction score of 4.0.

Question	Summary and Highlights
payroll, rules on overtime, etc)?	
Do you think DBM employees are well compensated? Why or why not?	<p>One responded said that given the workload, pay could still be improved and employees should be compensated accordingly.</p> <p>The other responded noted that in general, DBM employees are well compensated when considering both monetary and non-monetary benefits. Other benefits such as provision of shuttle services, professional development opportunities (e.g., local and foreign scholarships/trainings that other agencies/government organizations may not have access), various employee engagement activities, and office facilities for health and wellness, can be considered in the overall compensation of DBM employees.</p>
What were the main factors that influenced your decision to leave the DBM?	<ul style="list-style-type: none"> • The common theme is career growth and career path to pursue other fields • The provision of better health benefits for dependents was also a contributing factor • The need for a less "toxic" work

Question	Summary and Highlights
	<p>environment</p> <ul style="list-style-type: none"> • Retirement of supervisor • Commuting time from residence to work
<p>Do you have any suggestions to improve pay satisfaction in the DBM?</p>	<ul style="list-style-type: none"> • Provide other fringe benefits that cover dependents (e.g. parents, children, spouse) • Maybe, the DBM could provide other forms of allowances like rice & transportation subsidy and educational assistance incentive to all employees
<p>Do you have any suggestions to reduce turnover in the Department?</p>	<ul style="list-style-type: none"> • Aside from the compensation, lessen the workload through stern implementation of the existing policies, rules and regulations • Even distribution of workload • More inspiring and responsible middle managers and officials • Simplification of systems and processes

4.8 Key Findings and Discussion

This quantitative study used descriptive statistics, correlation, and logistic regression to test the relationship between pay satisfaction and turnover intention in the Department of Budget and Management. Apart from the survey, the researcher also conducted online interviews among selected current and former employees of the agency to gauge their thoughts and opinions on pay satisfaction and turnover intention. The key findings are discussed hereunder.

Based on the descriptive statistics on overall pay satisfaction, employees in the Department of Budget and Management are somewhat satisfied with their pay with a mean score of 3.518 (between neither satisfied nor dissatisfied and satisfied) which suggests that there is much room for improvement to raise the satisfaction level of government personnel.

Among the four factors of pay, the respondents registered the highest satisfaction on the structure and administration of pay with a mean score of 3.662. This mean score also indicates a low to moderate level of satisfaction with the way the policies, rules, and regulations governing compensation in the agency, including the pay structure, pay-related information dissemination, payroll administration, and differences in pay among jobs in the organization. With regard to pay level, the mean score is 3.464 which also indicate a low to moderate level of satisfaction with the size and level of

salary and take-home pay. The mean score for benefits is 3.442, which also suggests a low to moderate level of satisfaction on the number and amount of benefits provided by the agency to its employees. Finally, the raises component registered the lowest mean score of 3.432, also indicative of a low to moderate level of satisfaction pertaining to the salary increases received in the past and with the way these increases are being determined. These findings are also supported by the results of the personal interviews.

The descriptive statistics on turnover intention reflect a low level of turnover intention among the survey respondents, with 25.77% (n=50) 'Yes' responses on whether they are considering to leave the Department of Budget and Management within the next year. Based on age category, employees aged 60 years or older registered the highest mean turnover intention (0.50) along with employees who are 25 years or younger. Upon validating the reasons mentioned in the survey, all of the respondents aged 60 years or older who answered 'yes' cited retirement. In the case of the employees who are 25 years or younger, their reason is take another job within or outside the National Government. One respondent noted that it can be within or outside the National Government as long as the pay will increase from the current one. Other cited reasons include transferring to the private sector or to another office with more appreciation and consideration about well-being and mental health, to undertake further studies, and to take on a higher paying job. These reasons suggest that pay is a contributing factor in an employee's turnover intention given that there are employees who wish to transfer to a different organization (whether government or private) in favor of a better paying

position. This is also supported by the result of the personal interview among former employees wherein the mean score for pay raise is only 2.75, meaning they were dissatisfied with the salary increases they received while employed at the Department. On the other factors of pay, they were moderately satisfied with level, benefits and structure/administration. When asked for the factors which contributed to their decision to leave the agency, they highlighted the provision of better health benefits in other organizations, a need to move away from a toxic work environment, and to reduce commuting time. Hence, the study also suggests that there are other factors to be considered such as employee well-being and work environment when evaluating the reasons for turnover.

With regard to the results of the correlation analysis, it was determined that overall pay satisfaction has a moderate negative correlation with turnover intention. This means that as overall pay satisfaction increases, turnover intention decreases. This confirms the findings of Williams et al (2006) in their meta-analysis that pay level satisfaction has a moderate negative relationship with turnover intention.

To further analyze the relationship between pay satisfaction and turnover intention, logistic regression was performed in the data set. First, the results show that overall pay satisfaction is statistically significant in explaining turnover intention; for every one point increase in overall pay satisfaction (meaning more satisfied with pay), the odds for turnover intention decreases by 22.6%. Second, when broken down into the four factors of pay satisfaction,

only pay level is statistically significant (at the 10% level) in explaining turnover intention. It is noted that pay level refers to the size of the current salary, take-home pay, and overall level of pay. Based on the results of the logistic regression, for every one point increase (meaning more satisfied with pay level), the odds for turnover intention will decrease by 47%. On the other hand, the other three factors were found to not be statistically significant individually in explaining turnover intention.

The study also investigated the effect of the age variable by differentiating between the MZ and Older Generations. As discussed previously, there was not enough samples for the Older Generation so this study only analyzed the results for the MZ Generation (n=147). The results of the logistic regression yielded similar results with the overall sample size, i.e., overall pay satisfaction, as well as pay level as an individual factor, are statistically significant in explaining turnover intention. Specifically, the data showed that for every one point increase in overall pay satisfaction, the odds for turnover intention decreases by 14.6% and for every one point increase in pay level satisfaction, the odds for turnover intention decreases by 29.8% in the MZ Generation.

While the above-mentioned findings are supported by the interviews since increasing pay level to be commensurate with the workload was highlighted therein, the interviews also brought to light other factors particularly on benefits as discussed earlier. Moreover, one interviewee highlighted that in order to reduce turnover in the department, the provision of non-monetary

benefits targeting professional development, health and wellness, and other employee engagement activities could be pursued. In addition, emphasis was given on promoting work-life balance, enhancing flexibility and creativity, building stronger internal connections, and providing career progression opportunities in reducing turnover. To quote one respondent, “it’s not just the pay”.

Chapter 5: Conclusion and Recommendations

5.1 Conclusion

The study aimed to determine the level of pay satisfaction and turnover intention among public sector employees in the Department of Budget and Management, and to determine the relationship between these variables. At the end of the study, these objectives were achieved by gathering quantitative data through survey administration and performing data analysis, and by validating with qualitative data gathered through interviews.

Based on the results of the study, employees in the Department of Budget and Management have a moderate level of pay satisfaction and low turnover intention. The correlation analysis showed a moderate negative relationship between pay satisfaction and turnover intention, consistent with previous literature on the subject. Logistic regression analysis showed that as pay satisfaction increases, the odds for turnover intention decreases. Furthermore, among the four factors of pay satisfaction, only pay level is statistically significant in explaining turnover intention. This is consistent with the findings of Williams et al (2006) in their meta-analysis that pay level satisfaction has a moderate negative relationship with turnover intention.

When considering the age variable, comparison of the regression results between the overall sample and MZ Generation subset (i.e., employees who

are 39 years old or younger), showed evidence that age moderates the relationship between pay satisfaction and turnover intention.

The study also showed that despite the results of the quantitative analysis, preliminary qualitative data suggest that the amount and kind of benefits provided to employees, apart from pay level and salary size, play a significant factor in turnover intention.

5.2 Policy Recommendations

The findings of this study suggest that increasing pay satisfaction can decrease the likelihood of turnover intention. This section presents policy recommendations based on the findings of the study which may be considered to improve pay satisfaction in the organization.

Review of Existing Compensation Policies and Regulations

Based on the results of the study, respondents only registered a moderate level of satisfaction with their pay despite the government spending almost 30% of its annual budget on personnel expenditures. Looking into the specific factors of pay satisfaction, structure/administration has the highest mean score (3.662) suggesting that the existing salary structure and compensation policies are well accepted by the employees. While pay level received the second highest mean score (3.464), the findings of the study suggest that there is room for improvement in this aspect particularly on the size of the salary

when compared to the job duties and responsibilities. When looking into the specific aspects of pay that received the lowest mean satisfaction score, the three lowest items (out of 18 questions) pertained to 1) number of benefits being received, 2) size of current salary, and 3) amount being pay towards benefits. This is supported by the interviews which also suggest that there is a demand for the provision of better health-related benefits for employees and their dependents. In light of salary standardization, there is a need to review existing policies that will address these concerns within the limitations of the law and available funding sources to achieve greater value for money in government spending.

Review Salary Increase and Performance-Based Incentives

Per existing regulations, salary increase can be received by an employee through any of the following reasons: 1) promotion to a higher position, 2) step increment due to length of service, 3) step increment due to meritorious performance, and 4) government-mandated salary increase through the standardization laws. Based on the findings of the study, raises received the lowest mean satisfaction score (3.432) among the four factors. It is noted that salary increase has an impact on the overall level of pay, thus improvement on this factor will ultimately impact the satisfaction on pay level and overall satisfaction. The timing and size of salary raises can take into consideration factors such as inflation and cost of living to better address the needs of the employees. Moreover, there is a need to effectively communicate with the employees the manner by which their salary increases are being determined (i.e., which factors have been considered in the decision). In terms of

performance-based incentives, the study suggests the need for consistent rules on performance-based bonus and the provision of inclusive rewards and recognition to employees which can be monetary or non-monetary.

Work Environment. The findings of the study also suggest that aside from monetary pay, the work environment is being considered by some employees as part of their “non-monetary benefits”. As such, efforts to improve the work place in terms of workload distribution, work simplification, career path, inspiring middle managers, promoting flexibility, and work-life balance will reduce turnover intention among employees. One of the directions that the government can pursue under the so-called “New Normal” is to capitalize on the gains on productivity tools during the pandemic which enabled the bureaucracy to work remotely. If issues on salary size cannot be readily addressed given budgetary and legal constraints, the adoption of alternative work arrangements, particularly remote work setups can be explored as a way to target take-home pay. Given that remote work can result in savings for both employer and employee, electricity cost savings for the former and transportation cost savings for the latter which will have a direct impact on take-home pay. Given that salary is a non-negotiable in the government, apart from being highly dependent on fiscal space, other items can be review and improved instead.

5.3 Limitations and Recommendations for Further Research

The researcher acknowledges that this study has its limitations. The first limitation is with regard to the representativeness of the sample given the response rate. The ideal sample size to achieve a 5% margin of error is 280; however the actual respondents were only 194 representing a 69.29% response rate. Thus, the adjusted margin of error increased to 6.34%. The limitation in the sample also extends in the underrepresentation of the Older Generation (those aged 40 years or older) which prevented the researcher from performing reliable regression analysis in this age group. In this regard, interpretation of the data and results should take these limitations into consideration.

The second limitation is concerning the conduct of personal interviews. Given the limited time and resources, only a handful of interviews were conducted. However, it is hoped that the insights from the interviews can be a source of additional validation as to the results of the quantitative data analysis.

Finally, the generalizability of the study with regard to the entire civil service is limited given the scope of the population that is only confined to one Executive Department, i.e., the Department of Budget and Management, out of the 25 department-level entities in the Philippines. Nevertheless, it is hoped that this study will provide workable baseline information on the level of

satisfaction of public sector employees in the Philippines and its relationship with turnover intention for further research to aid policy makers in crafting a responsive and competitive compensation system consistent with its aim to attract and retain a motivated corps of employees in the civil service.

For future studies, researchers can consider including other variables in the research design, such as job satisfaction and organizational commitment, in addition to pay satisfaction in trying to better explain turnover intention in the public sector. Other variables that can be included in the research model are job mobility and employment which may have an effect on turnover intention among employees.

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Appendix 1: Notice to the Survey Respondents

Dear DBM Colleagues,

My name is Jessica from OPCCB and I am currently writing my Master's Thesis regarding the relationship between pay satisfaction and turnover intention in the government, particularly within the DBM.

To gather relevant data, may I please request your assistance in answering the following survey: <https://forms.gle/XRYSsQhauvoX3cdx8>

Brief Information about the Study:

The wage bill of the Philippine government takes up a significant portion of its annual appropriations for the payment of salaries and benefits. Moreover, the National Government can be considered as the single biggest employer in the country with more than 1.7 million personnel. In light of the significant allocation of budgets going into compensation and benefits, it is important to measure whether the current system leads to pay satisfaction among the employees in an organization. Considering the significant costs attached to hiring and training new personnel, turnover intention is also another area of interest.

In view of this, the study aims to examine the relationship between the different dimensions of pay satisfaction and turnover intention in the Philippine civil service, particularly in the Department of Budget and Management.

The information provided through this survey will be used solely for this research project for the completion of the researcher's master's thesis and only the aggregated results will be utilized and presented in the analysis. The survey shall also be accomplished anonymously to protect the privacy of respondents.

Thank you for your participation.

Jessica Pedro, GMPA Student (jessica2021@snu.ac.kr; jpedro@dbm.gov.ph)

Appendix 2: Survey Questionnaire

Item No.	Part I. Please encircle the number that comes closest to reflecting your opinion about each item	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
1	I am satisfied with my take-home pay	5	4	3	2	1
2	I am satisfied with my benefit package	5	4	3	2	1
3	I am satisfied with my most recent raise	5	4	3	2	1
4	I am satisfied with the influence my supervisor has on my pay	5	4	3	2	1
5	I am satisfied with my current salary	5	4	3	2	1
6	I am satisfied with the amount the company pays toward my benefits	5	4	3	2	1
7	I am satisfied with the raises I have typically received in the past	5	4	3	2	1
8	I am satisfied with my overall level of pay	5	4	3	2	1
9	I am satisfied with the value of my benefits	5	4	3	2	1
10	I am satisfied with the size of my current salary	5	4	3	2	1
11	I am satisfied with the number of benefits I receive	5	4	3	2	1
12	I am satisfied with how my raises are determined	5	4	3	2	1
13	My company's pay structure	5	4	3	2	1
14	Information the company gives	5	4	3	2	1

Item No.	Part I. Please encircle the number that comes closest to reflecting your opinion about each item	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
	about pay issues of concern to me					
15	Pay of other jobs in the company	5	4	3	2	1
16	Consistency of the company's pay policy	5	4	3	2	1
17	How the company administers pay	5	4	3	2	1
18	Differences of pay among jobs in the company	5	4	3	2	1
Item No.	Part II. Please check the answer reflecting your opinion about each item					
19	<p>Are you considering leaving your organization within the next year, and if so, why?</p> <p><input type="checkbox"/> NO</p> <p><input type="checkbox"/> YES</p> <p> If Yes:</p> <p> <input type="checkbox"/> To retire</p> <p> <input type="checkbox"/> To take another job within the National Government</p> <p> <input type="checkbox"/> To take another job outside the National Government</p> <p> <input type="checkbox"/> Other</p>					
Part III. Additional Information. Please indicate the answer to the following items:						
20	<p>What is your age group?</p> <p><input type="checkbox"/> 25 years and under</p> <p><input type="checkbox"/> 26 to 29 years old</p> <p><input type="checkbox"/> 30 to 39 years old</p> <p><input type="checkbox"/> 40 to 49 years old</p> <p><input type="checkbox"/> 50 to 59 years old</p> <p><input type="checkbox"/> 60 years or older</p>					

Item No.	Part I. Please encircle the number that comes closest to reflecting your opinion about each item	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
21	Sex <input type="checkbox"/> Female <input type="checkbox"/> Male					
22	Salary Grade <input type="checkbox"/> SG 1 to 10 <input type="checkbox"/> SG 11 to 18 <input type="checkbox"/> SG 19 to 24 <input type="checkbox"/> SG 25 to 31 <input type="checkbox"/> SG 32 to 33					
23	Tenure (Years in Government Service) <input type="checkbox"/> below 5 years <input type="checkbox"/> 5 to 10 years <input type="checkbox"/> 11 years to 15 years <input type="checkbox"/> 16 years to 20 years <input type="checkbox"/> More than 20 years					
24	Highest Educational Attainment <input type="checkbox"/> Elementary or High School Education <input type="checkbox"/> Bachelor's Degree <input type="checkbox"/> Post-Graduate Degree					
25	Regional Location: _____					

Appendix 3A: Notice to the Interviewee/s – Current Employees

Dear Sir/Madam:

My name is Jessica from OPCCB and I am currently writing my Master's Thesis regarding the relationship between pay satisfaction and turnover intention in the government, particularly within the DBM. In relation to this, I have administered a survey among DBM employees to gather relevant data on the level of pay satisfaction and turnover intention of the respondents.

To substantiate the results of the survey, the researcher has elected to conduct selected personal interviews. Relatedly, I would like to request your participation in this interview. For purposes of this study, the respondents shall remain confidential and their identities will not be disclosed by the researcher to any party. The description of the respondents shall be limited to age group, salary grade category, and tenure).

The questions for the interview are as follows:

1. Are you satisfied with your current level of pay (basic salary)?
2. Are you satisfied with your current level of benefits (health insurance, GSIS, PAGIBIG, etc)?
3. Are you satisfied with the salary increases you have received over the past 5 years (or as applicable)?

4. Are you satisfied with the administration of your salary?
5. Do you think government employees are well compensated?
6. Are you planning to leave the Department within the next year? Why or why not?
7. Do you have any suggestions to improve your pay satisfaction?
8. Do you have any suggestions to reduce turnover in the Department?

Demographic Questions

1. What is your age group?
 - ☐ 25 years and under
 - ☐ 26 to 29 years old
 - ☐ 30 to 39 years old
 - ☐ 40 to 49 years old
 - ☐ 50 to 59 years old
 - ☐ 60 years or older
2. What is your salary grade category?
 - ☐ SG 1 to 10
 - ☐ SG 11 to 18
 - ☐ SG 19 to 24
 - ☐ SG 25 to 31
3. How long have you been with the DBM?
 - ☐ below 5 years
 - ☐ 5 to 10 years

- ☐ 11 years to 15 years
- ☐ 16 years to 20 years
- ☐ More than 20 years

Should you have any questions or clarifications, the researcher may be reached through the following email addresses: jessica2021@snu.ac.kr; jpdro@dbm.gov.ph.

Thank you for your support in this research study.

Very truly yours,

Jessica Pedro

Student No. 2021-28868

Seoul National University

Appendix 3B: Notice to the Interviewee/s – Former Employees

Dear Sir/Madam,

My name is Jessica from the DBM-OPCCB and I am currently writing my Master's Thesis regarding the relationship between pay satisfaction and turnover intention in the government, particularly within the DBM. In relation to this, I have administered a survey among DBM employees to gather relevant data on the level of pay satisfaction and turnover intention of the respondents.

Based on available information, you were selected as an interviewee for this study because you have left the Department of Budget and Management within the last five years. Please answer the questions based on your experience and opinion about your compensation while you were still employed at the DBM.

The questions for the interview are as follows:

1. On a scale of 1-5 (5 being Very Satisfied and 1 being Very Dissatisfied)
 - a. When you were still employed at the DBM, how satisfied were you with your level of pay (basic salary)?
 - b. When you were still employed at the DBM, how satisfied were you with your benefits (health insurance, PAGIBIG, GSIS, etc)?

- c. When you were still employed at the DBM, how satisfied were you with the salary increases you have received over the past 5 years (or as applicable)?
 - d. When you were still employed at the DBM, how satisfied were you with the structure/administration of your salary (preparation of payroll, rules on overtime, etc)?
- 2. Do you think DBM employees in are well compensated? Why or why not?
 - 3. What were the main factors that influenced your decision to leave the DBM?
 - 4. Do you have any suggestions to improve pay satisfaction in the DBM?
 - 5. Do you have any suggestions to reduce turnover in the Department?

Demographic Questions

- 1. What is your age group?
 - ☐ 25 years and under
 - ☐ 26 to 29 years old
 - ☐ 30 to 39 years old
 - ☐ 40 to 49 years old
 - ☐ 50 to 59 years old
 - ☐ 60 years or older

2. What was your salary grade category while you were still employed at the DBM?

- ☐ SG 1 to 10
- ☐ SG 11 to 18
- ☐ SG 19 to 24
- ☐ SG 25 to 31

3. How long were you with the DBM?

- ☐ below 5 years
- ☐ 5 to 10 years
- ☐ 11 years to 15 years
- ☐ 16 years to 20 years
- ☐ More than 20 years

Should you have any questions or clarifications, the researcher may be reached through the following email addresses: jessica2021@snu.ac.kr; jpedito@dbm.gov.ph.

Thank you.

Very truly yours,

Jessica Pedro

Student No. 2021-28868

Seoul National University

Appendix 4: Summary of Mean Satisfaction

Scores per Question

No	Item	n	Mean	Standard Deviation	Min	Max
1	I am satisfied with my take-home pay	194	3.510309	1.003825	1	5
2	I am satisfied with my benefit package	194	3.489691	1.044302	1	5
3	I am satisfied with my most recent raise	194	3.453608	1.058111	1	5
4	I am satisfied with the influence my supervisor has on my pay	194	3.412371	0.878678	1	5
5	I am satisfied with my current salary	194	3.453608	1.007954	1	5
6	I am satisfied with the amount the company pays toward my benefits	194	3.402062	1.029712	1	5
7	I am satisfied with the raises I have typically received in the past	194	3.453608	0.955167	1	5
8	I am satisfied with my overall level of pay	194	3.494845	0.961688	1	5
9	I am satisfied with the value of my benefits	194	3.5	0.977731	1	5
10	I am satisfied with the size of my current salary	194	3.396907	1.008868	1	5

No	Item	n	Mean	Standard Deviation	Min	Max
11	I am satisfied with the number of benefits I receive	194	3.376289	1.046907	1	5
12	I am satisfied with how my raises are determined	194	3.407217	0.994362	1	5
13	My company's pay structure	194	3.494845	1.029349	1	5
14	Information the company gives about pay issues of concern to me	194	3.592784	0.924143	1	5
15	Pay of other jobs in the company	194	3.458763	0.916657	1	5
16	Consistency of the company's pay policy	194	3.819588	0.912452	1	5
17	How the company administers pay	194	3.963918	0.901201	1	5
18	Differences of pay among jobs in the company	194	3.64433	1.059032	1	5

Acknowledgment

I wish to express my sincerest gratitude to the people who have helped and supported me throughout this program.

First, to our Heavenly Father for all the blessings and grace that allowed me to pursue this academic journey. Second, to Luis for the love and unwavering support and encouragement to accomplish my personal and professional goals, and for being my anchor in the toughest of times. Third, to my parents, Jon and Edna, my siblings, Ate Maan, Nica, and Gelo, and my nephews, Andres and Aiden, for always believing in me and cheering me on.

My utmost gratitude and appreciation to my adviser, Professor Soo-Young Lee for his guidance and patience in this research study.

I would also like to thank my friends, Ana, Rona, Sam, TJ, Becca, and Kim, a.k.a. TFC, for allowing me to have a family at SNU and making Seoul my home away from home.

Finally, to the organizations that have made this study possible: Korea International Cooperation Agency (KOICA), Global Development Institute (GDI), and SNU-GMPA for providing the opportunity and financial assistance to pursue this degree. I would also like to thank the Department of Budget and Management and the members of the Organization, Position Classification, and Compensation Bureau for their support and encouragement while I am studying abroad.

Abstract in Korean

국문초록

필리핀 예산관리부의 보수 만족도와 이직의도의 관계에 관한 연구

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본 연구는 필리핀 예산관리부를 대상으로 하여 보수만족도와 이직의도 사이의 관계를 살펴보았다. 보수만족도와 이직의도 사이의 관계를 설명함에 있어 본 연구는 전반적인 보수만족도와 함께 보수만족도의 하위요인(보수 수준, 급여, 인상, 구조/행정)을 연구에 포함시켰다. 또한 해당 관계 속에서 연령의 조절효과를 살펴보았다.

결과적으로 본 연구는 네가지 하위요인을 포함한 보수만족도가 이직의도에 부(-)적 영향을 미친다는 선행연구를 지지하였다. 연구결과에

따르면, 전반적인 보수만족도는 이직의도에 통계적으로 유의미한 영향을 미치며, 보수만족도가 한 단위 증가할 때 이직의도의 확률이 감소하는 것으로 나타났다. 또한 보수만족도와 이직의도 사이, 연령의 조절효과를 뒷받침하는 증거가 있으나 이는 추가 연구가 필요할 것으로 생각된다.

보수만족도의 하위요인이 이직의도에 미치는 영향을 분리하여 분석해보았을 때는, 보수 수준만이 이직의도에 통계적으로 유의미한 영향을 미치는 것으로 나타났다.

더불어, 질적 자료는 보수의 하위요인이 구성원의 이직의도와 결정에 중요한 역할을 한다는 점을 시사한다.

키워드: 보수만족도, 이직의도, 보수수준, 연령, 필리핀
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