

# Human Resource Management Practices and Individual Work Performance of Job Order Employees in Local Government Unit of Davao City: The Mediating Role of Pay Satisfaction

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## ABSTRACT

The study's main objective was to examine the relationship between the human resource management practices (HRMP) and the Individual work performance of job order employees in the Local Government Unit (LGU) of Davao, with particular emphasis on the mediating role of pay satisfaction. A quantitative, descriptive-correlational approach was used in this study. A standardized questionnaire was used to survey three hundred sixteen (316) job order employees in the local government unit in the Davao Region. The respondents were selected using proportionate stratified sampling. The statistical tools used for data analysis were Mean, Standard deviations for each variable, and Structural Equation Modeling to estimate the effects of Human Resource Management practices on work performance through pay satisfaction. The results revealed that the level of human resource management practices and individual work performance was both high, while pay satisfaction was moderate. When regressed, it was discovered that human resource management has a direct positive effect on IWP and has an indirect effect through Pay Satisfaction indicating no mediation.

**Keywords:** public administration, individual work performance, human resource management, pay satisfaction, mediation analysis, Philippines.

## INTRODUCTION

Employees are an essential component of any organization. To guarantee the volume and caliber of their work, employees must fulfill the individual work performance standards established by the organization (Dziuba et al., 2020). In the Philippines, job order workers are a common employment issues, as despite their desire to put in more hours to work, these contract workers were unable to claim other benefits, such as overtime compensation, which accounts for 14.1% of the total rate (Philippine Statistic Authority, 2023). This employment condition may negatively affect performance because without adequate pay or benefits, employees may show minimal effort. Furthermore, the measurement of individual work performance of job order employees is often subjective and lack standardized evaluation which making it difficult to accurately assess the outcome. It is most likely that in a Local Government Unit, they often rely on subjective evaluations such as supervisor ratings, which may be biased. Because individual work performance plays a major role in economic growth, it is crucial to comprehend the aspects that will decide

it. Taking into account factors like job satisfaction, pay satisfaction, and work flexibility of individuals is one strategy that could be used to uphold high individual work performance within the organization (Siregar et al., 2021). Beyond these individual-level factors, organizational dynamics also play a crucial role in shaping employee performance. In practice, the results imply that Local Government Units can enhance public service motivation by developing organizational cultures that foster positive political orientations among employees. This may be achieved through leadership initiatives, transparent governance practices, and targeted human resource development, thereby fostering a more motivated and committed public workforce (Malbasias and Lagura, 2026). Therefore, it is important to examine the individual work performance as it affects the quality of public services delivery.

Moreover, the significance of individual work performance (IWP) as a relevant component in increasing teamwork performance, and profit, and preserving the organization's competitiveness in the business world is the subject of numerous studies (Platania et al., 2023). In an increasingly competitive environment, organizations should quickly recognize how critical it is to have the competent and high-performing workforce. Individual performance had a major effect on output, productivity, profitability, or services. Numerous studies confirmed that individual work performance extends beyond task performance to cover work or contextual performance and counterproductive work behavior (Hosani et al., 2020). Given the importance of the individual work performance, the effectiveness of Human Resource Management (HRM) practices is crucial in achieving success in organizations, particularly in public institutions such as Local Government Units. Job order employees play an essential role of Human Resource Management (HRM) practices is vital in delivering public services, but as mentioned above, their employment often comes with non-permanent status and limited benefits, which can negatively affect their performance and job satisfaction.

Despite the outstanding relevance of individual work performance, various research has demonstrated how individual work performance (IWP) can be enhanced by several essential factors. According to Korauš et al. (2020), studies have found that practicing Human Resource Management can positively impact an organization as well as employee performances. Likewise, the study by Terng and Ahmad (2021) demonstrated significant and positive effects of human resource management (HRM) practices on employee performance, specifically training and development, work-life policies, and compensation and benefits on performance. Moreover, Sule et al. (2023) stated that one of the components of the HRMP is the pay and reward strategy, which are significant tools for attracting, keeping, inspiring, and rewarding employees for fulfilling their duties. According to Rulisa et al. (2023) salary is the sole motivator that enables them to perform to their employer's expectations and that salary is not the only sole motivator that influences performance at the work place.

Building on this, pay satisfaction is a key factor in the workplace, as it has a direct impact on employee motivation, engagement, and overall job performance. For Job Order employees, who may experience uncertainties about job security and pay, understanding how pay satisfaction influences the relationship between Human Resource Management (HRM) practices and work performance can offer valuable insights for policy-making and management.

Likewise, salary is expected to increase employee motivation and employee work motivation is a vital thing that should not be ignored (Darmawan, 2021). This finding is supported by Hardiyanto and Hendarsjah (2021), who explain that salary is a component of compensation for services or income based on the weight of the work performed by the employee. Additionally, Darus et al. (2016), highlight that when individual performance is valued and pay level is high, employees will remain satisfied and committed to their organization.

Considering the relationships between the variables that can enhance Individual Work Performance as indicated by the previous studies, the conceptual framework of this study expounds on the interactions between several dimensions and elements of the research study. It reveals the connection between the factors and variables in terms of cause and effect of the many variables that are considered both intrinsic and extrinsic concepts. It includes some of the events and influences leading to overall individual work performance and/or pay satisfaction among job order employees concerning Human Resource Management practices and their effects. Thus, the independent variable of the study is HRM practices and the dependent variable of the study is individual work performance (IWP) mediated by pay satisfaction. HRM practices described by Cruz and Cabaluna (2022), is employee relations which refers to the practices that aim to keep employees happy and productive.

In the case of the dependent variable, Koopmans (2014) states that the conceptualization of Individual Work Performance (IWP) has a long history, and many frameworks have been proposed to describe the construct domain of IWP. Nonetheless, the most well-known method to evaluate employees' performance is by utilizing the Individual Work Performance Questionnaire. It is also emphasized by Reda & Naura (2017) that the Individual Work Performance Questionnaire (IWPQ) is a generic instrument, thus, it is suitable for workers in all types of occupations. Moreover, this study adapted the set of measurements for individual work performance from Ramos-Villagrasa et al. (2019), which includes dimensions of task performance, contextual performance, and counterproductive work behavior.

The first is task performance, which Thomas (2015) refers to as "a group of behaviors involved in the completion of tasks and includes behaviors that contribute to the production of a good or the provision of a service." These behaviors are essential for achieving organizational goals and are often included in job descriptions.

The second dimension is Contextual performance. Ramos-Villagrasa et al. (2019) described Contextual Performance (as cited in Rotundo & Sackett, 2002) as "behavior that contributes to the goals of the organization by contributing to its social and psychological environment. Additionally, they noted that it includes tasks beyond job duties, initiative, proactivity, cooperating with others, or enthusiasm (as cited in Koopmans et al., 2011).

The third dimension of Individual Work Performance is counterproductive work behavior, which Ramos-Villagrasa et al. (2019) describe as a "voluntary behavior that harms the well-being of the organization" (as cited in Rotundo & Sackett, 2002). In addition to that, counterproductive work behavior comprises off-task behavior, presentism, complaining, doing tasks incorrectly for purpose, and misusing privileges, among others (as cited in Koopmans et al., 2011).

Furthermore, from the platforms of Individual Work Performance, pay satisfaction becomes a critical

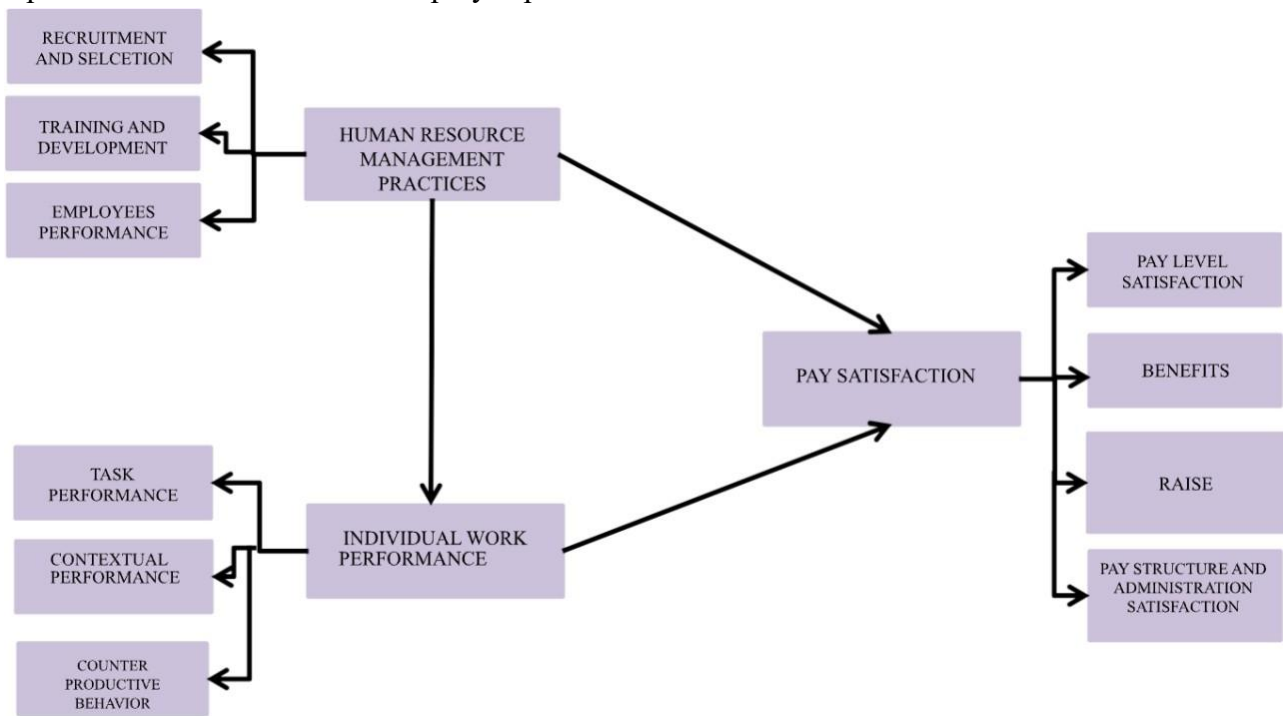
factor influencing workplace behaviors. Pay Satisfaction refers to the strength of positive feeling towards the monetary rewards an employee receives from their workplace (Campbell & Im, 2019; Miceli & Lane, 1991; Gim & Cheah, 2020). Recognizing that pay satisfaction is multidimensional (Heneman & Schwab, 1985; Tekleab, Bartol, & Liu, 2005; Gim & Cheah, 2020) and responding to the call to use the multidimensional factors (Treuren & Frankish, 2014; Gim & Cheah, 2020), this study examined the four dimensions of pay satisfaction in relation to individual work performance. The four dimensions of pay satisfaction are pay benefit satisfaction, pay level satisfaction, pay raise satisfaction, and pay structure and administration satisfaction.

Pay benefit refers to the individual's indirect pay such as annual leave, sick leave, insurance, and medical benefits; pay level refers to the individual's current salary; pay raise refers to changes to the individual's current salary; and pay structure and administration refers to pay rates at each successive level in the organizational hierarchy and the procedures involved in determining salary for employees (Heneman & Schwab, 1985; Williams, McDaniel, & Ford, 2007; Gim & Cheah 2020). Although it is commonly acknowledged that HRM practices have an impact on job performance, it is still unknown how exactly these practices affect job order employees' pay satisfaction in Davao City's local government unit (LGU). Notably, Lagura and Ligan (2018) phenomenologically analyzed the lived experiences of street sweepers under job order status in the Davao Region, particularly reflected on their sociocultural challenges and perceptions of benefits provided by the government. Hence, the necessity arises in investigating human resource interventions around compensation, including the impact of compensation packages have on the welfare and work performance of job order personnel in the local government setting. Furthermore, Lagura and Ligan (2018) stated that working under job order or contract of service equates absence of practical work benefits. Aside from job security, basic benefits as enjoyed by regular employees are being deprived to be given to the workers under open-ended contract. This structural difference affects both the quality of life of employees and their motivation towards the performance. Under these circumstances, there is a need to study the most important variables such as human resource practices, employee performance, and pay satisfaction. This research will fill critical gaps and contribute to the development of better and more participatory and evidence-based HRM practices in public sector organizations.

The objective of this study is to examine the relationship between human resource management (HRM) practices and the individual work performance of job order employees in Local Government Unit (LGU) of Davao, with particular emphasis on the mediating role of pay satisfaction. In practice, each department within the LGU, like the City Health Office, City Engineering, or the Mayor's Office, may carry out human resource management practices in slightly different ways. This happens even with the overall guidelines from the City Human Resource Office. For example, some offices may hold regular performance evaluations or offer structured training programs. Others might focus on clear communication, provide incentives, or enforce stricter monitoring. The study aims to contribute to improving work performance specifically in terms of local government through Human Resource Management Practices and Pay Satisfaction. According to Lemuel Ortonio, head of the Davao City Human Resource Management Office, the LGU follows all the standards set by the Civil Service Commission, including guidelines on recruitment and appointment, as well as requirements for job order and contractual positions (City Government of Davao, 2024). There were around 12,000 job order and contract of service workers in the Davao City government in 2018 (Mellejor, 2018). This research will

focus on 316 participants exclusively from job order staff assigned to the City Health Office and the City Disaster Risk Reduction and Management Office.

The hypothesis was accepted stating that HRM practices are significantly and positively correlated to individual work performance with the assertion that improved HRM practices can strengthen or improve employees’ motivation, satisfaction, and overall productivity. The pay satisfaction, therefore, serves as a mediator in this relationship, as satisfactory compensation resonates positively towards the impact of HRM on work performance. These hypotheses seek to clarify how local government unit HRM strategies and compensation satisfaction affect employee performance.



**Figure 1. Conceptual Framework of the study**

The conceptual framework shows a relationship between Human Resource Management Practices (HRMP) and Individual Work Performance (IWP) of the job order employees in the LGU of Davao City, with Pay Satisfaction (PayS) as a mediating variable. This framework provides a basis for understanding how the HR practices are capable of influencing performance directly or indirectly.

The first model to be tested in this study is HRM practices, this will analyze how HRM practices, such as recruitment and selection, training and development, and employee performance will be applied to job order employees. Knowing the scope and caliber of these practices will help to understand how they affect worker productivity and satisfaction. Second, to determine the level of individual work performance of job order employees based on measurable outcomes, which includes task performance, contextual performance, and counterproductive work behaviors. Finally, the last variable which is pay satisfaction will aim to examine how satisfied job order employees are with their pay level satisfaction, pay benefits satisfaction, pay raise, and pay structure and administration. Its alignment with their work contributions. The conceptual framework and assumed hypotheses of the present study are given.

This study is guided by several established theories that describe the direct and indirect effects of Human Resource Management Practices (HRMP) on Individual Work Performance (IWP), as well as the

mediating role of Pay Satisfaction (PayS).

Human Capital Theory (Becker, 1964) states that employee support and training are examples of HRM practices that enhance skills and productivity. The expectation theory (Vroom, 1964) states that when employees expect positive outcomes, like fair compensation, they are more motivated to perform. Through reciprocity, fair and supportive practices boost employee commitment, according to the Social Exchange Theory (Blau, 1964). Finally, Equity Theory (Adams, 1963) emphasizes that perceived fairness in compensation is associated with improved job satisfaction and performance. When taken as a whole, these theories support the notion that effective HRMPs increase pay satisfaction, which in turn improves employee performance both directly and indirectly.

Understanding the relationship between these variables is significant in highlighting the implications of Human Resource Management practices and pay satisfaction on employee performance in public organizations. This study bears weightage at the global scale since it complements the United Nations Sustainable Development Goal (SDG) 8: Decent Work and Economic Growth. It focuses attention on the conditions of pay satisfaction as related to human resource management (HRM) practices and individual work performance as possible determinants in advancing the cause of sustainable economic growth, productive employment, and decent work for all. Job order workers represent a core global workforce that is mostly found in risky employment situations. Especially in public sector institutions, understanding how inclusive remuneration frameworks and equitable pay satisfaction are influenced by effective human resource management (HRM) strategies can serve as valuable benchmarks for fostering more inclusive and sustainable workplaces.

This study holds significance from a societal concern in public spaces like local government units (LGUs). It demonstrates the need to enhance HRM practices and promote pay satisfaction for job order employees which are one of vulnerable populations frequently forgotten in various organization policies—to promote better performance. It also serves relevant communities depending on LGU services as better-motivated and well-managed staff will directly lead to improved public service delivery. The findings of this study will give Local

Government Unit administrators evidence-based recommendations to improve operational efficiency and employee satisfaction. Additionally, it has implications for communities that rely on LGU services, as better-managed and more motivated employees can directly contribute to improving public service delivery.

## **METHOD**

In this section of the proposed dissertation, several significant topics and processes are covered. To evaluate the study of human resource management practices and individual work performance of job order in local government units in Davao City: the mediating effect of pay satisfaction, the study used modified survey questionnaires from reliable sources with 316 participants from local government units. The responses were analyzed based on a defined scale to determine the levels of these variables.

The design and procedure of this study involved a quantitative, descriptive- correlational approach, to examine the relationship between Human Resource Management (HRM) practices and individual work performance (IWP) of job order employees in the local government unit (LGU) of Davao City, with pay satisfaction as the mediating variable. Prior to starting the data collection, approval from University of Mindanao Ethics Review Committee (UMERC) was secured. In their policies, the committee clearly states that data collected without prior approval would be considered void and unusable. With the ethical structures governed by UMERC in processing research applications, this study was conducted during the second semester of the 2024-2025 academic year. Trustworthiness and integrity of the data collection were upheld by giving detailed briefings to respondents post-approval which guaranteed ethical compliance. To describe how job order employees perceived Human Resource management practices, Pay Satisfaction and Individual Work Performance, descriptive statistics were applied including mean and standard deviation where appropriate.

### **Research Respondents**

The participants in this study were primarily be Job Order Employees working in various departments of Davao City's Local Government Unit specifically in the City Health Office and City Disaster Risk Reduction and Management Office (CDRRMO). According to Colina (2021), the local government of Davao has a total of 20,522 plantilla, job orders, and contract of service employees as of November 2021. Slovin's formula was used to ensure accurate representation that a minimum of 316 respondents is necessary for achieving credible accuracy.

To represent different segments of job order employees from the Local Government Unit (LGU) of Davao City, stratified random sampling was employed for this particular survey.

It divided the population into strata based on factors like department or job type and collects data until the subgroups are proportionately represented, minimizing sampling error. It is most effective for heterogeneous populations because this method increases the precision of the sample estimate (Creswell, 2014; Etikan & Bala, 2017). Since the roles in the LGU are diverse, this leads to the purpose of the study of examining the relationships among HRM practices, pay satisfaction, and individual work performance under different operational settings so that findings can be robust and generalizable.

The study population consisted of job order employees of the LGU Davao City who were employed for at least six months, actively working, and allowed to participate in the research. Regular, contractual, or casual employees, those employed for less than six months, supervisory personnel, and those who failed to submit the questionnaire were excluded from the research. These criteria helped to keep the study on the target population and to collect relevant and reliable information. Upon conducting the survey, no participants lost their job order employee status during the course of the study. Similarly, no one was excluded from the study by voluntarily withdrew, or violated any laws.

### **Materials and Instrument**

In this study, the quantitative methodology was used. A well-designed questionnaire was distributed to the respondents for data collection. The questionnaire was divided into four main sections. The first section

covered the personal profile of the Respondent. The second part covered Human Resource Management Practices and how they affect employee performance from various perspectives, HRM practices questionnaire was adapted from Khalfan and Al Harassi (2021). The next part was focused on Individual Work Performance with indicators identified from existing IWP-related questionnaires conceptualized by Viernes and Pasco (2022). Lastly, the Pay Satisfaction Questionnaire (PSQ) adapted from the study of Alyafei, O. (2022) which has three components (Pay Level, Pay Productivity, bonus, and merit), was covered in the last section.

All three variables in the study were measured using a 5-point Likert scale. The scale ranged from 5-Strongly Agree, to 1-Strongly Disagree. Respondents were asked to mark their level of agreement or disagreement with various statements related to each variable. This scale allowed for clear and consistent measurement of attitudes and perceptions across all constructs. Response interpretations were based on the following mean range: A mean of 4.20 to 5.00 denotes a very high level, where variables are always manifested/observed. A mean between 3.40 and 4.19, the variables are at a high level which means oftentimes. The variables with a mean of 2.60 to 3.39 denote the moderate level where the variables are sometimes manifested/observed. A mean between 1.80 and 2.59, denotes a low level where the variables are rarely manifested/observed and a mean of 1.00 to 1.79 denotes a very low level where the variables are almost never manifested/observed.

For the purpose of quality assurance, four internal and one external validator rated the research questionnaire. They rated its validity and reliability on a 1-5 scale. To test dependability for the questionnaire, it was pretested on job order employees from Davao City local government unit. Cronbach's Alpha was utilized to evaluate the instrument's reliability and internal consistency. A variable with a Cronbach's Alpha of 0.9 and above was deemed reliable, consistent, and stable with the items of the questionnaire. These findings were strong evidence to show that the instrument was at the required reliability standards as indicated by the feedback of the respondents.

## Design and Procedure

The research utilized a quantitative-correlational design and mediation analysis, which was very fitting since the variables that were studied were mostly the respondents' behaviors. One of the key concepts in quantitative research is the variable, which is defined as a behavior, trait, or phenomenon that varies, has measurable values, and can be operationalized (Li, 2022). Furthermore improving the objectivity, clarity, and general interpretability of the findings of the study was the use of quantitative approaches.

The relationships between human resource management (HRM) policies, pay happiness, and individual job performance among contractbased employees in the Davao City LGU were investigated using a correlational design. Using this model, the degree and direction of associations of pertinent elements were noted and assessed free of intervention for modification. This helped ascertain if shifts in HRM policies or happiness with salary led to alterations in workplace performance. The evaluation gave ideas seen as useful in enhancing employee productivity and improving HRM methods.

Mediation analysis also used to see how one variable impacts another variable via a third intervening variable that affects the result. Thus, the current study established pay satisfaction as the mediating

variable for the relationship between HRM practices and individual work performance of job order employees of the LGU of Davao City. Mediation analysis probed whether the interaction between HRM practices and work performance was direct or intermediate through pay satisfaction. The process tested three interactions: the interaction between HRM practices and pay satisfaction, the interaction between pay satisfaction and work performance, and the direct effect of HRM practices on work performance. This study sought to explain how and why employee performance was affected by HRM practices and the contribution of employee satisfaction in determining such consequences.

Information from job order employees at the Davao City LGU were gathered using the survey form. Human Resource Management policies, salary satisfaction, and individual performance at work were measured on a 5point Likert scale. To represent different departments, participants were chosen using stratified random sampling. The questionnaire was physically distributed to conduct the survey. Before completion, participants signed and received a written informed consent paper. An indispensable component of moral research, the informed consent procedure ensured that participants understood their rights, the study methods, possible benefits, and related hazards. Informed consent guaranteed the anonymity and data privacy of participants while guaranteeing their voluntary participation. Statistical information was gathered, cleaned, and processed as well to assess the relevance of the several variables. Descriptive statistics such as frequencies, means, and standard deviations for each variable were first used to summarize and define the data in this study. Correlational analyses were made to establish the relationships between HRM practices, pay satisfaction, and individual work performance. The Structural Equation Modeling (SEM) estimated direct and indirect effects of HRM practices on work performance through pay satisfaction. These tools helped analyze the data and generate insights about the relationships between the study variables.

By adhering to the protocol approved by the University of Mindanao Ethics and Review Committee (UMERC), avoiding any conflicts of interest, keeping integrity, and following instructions, fairness was maintained. The ethical issues followed included informed consent, which entailed making sure that participants were fully aware of the research, providing explicit rights information, maintaining privacy, and guaranteeing voluntary involvement. Since biological or environmentally vulnerable participants were not included in the study, biosafety was not applicable. The ensuing paragraphs will point out crucial ethical considerations that were adhered to during the conduct of this study.

Participation in the study was voluntary, everyone could withdraw or decline participation at any time without obligation or pressure to do so. The researcher used coercion, threats, undue influence, or intimidation. Participants were entitled to make decisions unbiasedly without prejudice and discrimination based on occupation, status, or other demographic backgrounds. All encounters associated with the survey were conducted in just and ethical modes.

The collected data would be managed under strict confidentiality and security with as many protections as could be afforded through legal means and the Data Privacy Act of 2012 (Republic Act No. 10173): its mandates are for unimpeded sharing of information towards innovation and development but against intrusive behest and violation of the fundamental rights of communication and privacy as well, at the guarantee of communication networks and personal data both in public and private sectors. Definitely, the researcher respected the confidentiality of the participants and did not give any information about them

to people outside the study. Findings were published or presented at conferences without revealing personally identified information.

According to set procedures, all the collected data were stored securely and protected. Research data were stored securely for a period of not less than six months from the initiation of data analysis, in line with data retention procedures. Physical documents, like consent forms and questionnaire printouts, were stored in a locked filing cabinet with access restricted to the principal investigator, while all electronic files were retained in a secure database. For the purposes of ensuring complete elimination of sensitive information, the physical documents were shredded after the required retention time. Access to the data was limited to authorized individuals, including the advisor and the researcher. Differential identifying codes were employed to anonymize the participants' identities as a way of maintaining confidentiality.

Recruitment in the current study involved the selection and identification of target participants with the assistance of assigned staff. Key officials or the representatives of the Local Government Unit (LGU) of Davao City facilitated the identification and recruitment of job order employees who met the inclusion criteria of the study. This ensured that the process of selection was systematic, efficient, and focused on the objectives of the research. The process of selection strictly followed the inclusion and exclusion criteria of the study.

In accordance with that, the criteria for selection were rightly related with the objectives of the research study so that the data collected in the research was both relevant and useful. To achieve consistency and reliability in the findings, respondents were put through certain criteria specifying the limits of study. This research was focused on job order employees. The selection was made based on their availability and relevance to the study, making the whole analysis with the least possible danger and maximum benefit from the study.

All regular, contractual, and casual employees; those with less than six (6) months in service; supervisors; and those who were not able to fill out the entire questionnaire comprised the exclusion criteria. These criteria were meant to keep the research from straying from the intended population, producing relevant and useable data. Participants could also be taken out of the field if they ever got disqualified from being job order employees while the research was being conducted. Any participant that freely opted to withdraw at any time would be respectfully removed from the study. Finally, any participant found breaching any laws established by government agencies during this study period would also be automatically dropped from the research.

After the engagement process, it was really important to address any possible risks that might arise during the study. Several precautionary actions were undertaken to reduce possible risks involved in the study. All participants' privacy and confidentiality were strictly maintained so that no information was divulged without permission. Physical or health risks were greatly reduced by providing safe research environments, such as limited interpersonal proximity, proper hygiene, and strict occupational safety procedures.

To add further, ethical issues like conflict of interests and integrity of data were dealt with by following standard research guidelines and institutional policies. Any unforeseen event would warrant an immediate report to the appropriate such as the research adviser, and/or institutional representative to ensure that

there is no interruption in carrying out the study.

These hazards notwithstanding, it is evident that there were a number of gains that this study had for both researcher and participants. While no monetary or material gains were given as an incentive for participating in the study, the respondents would have gained knowledge about their work status, working conditions, and general well-being. They would have also contributed to valuable research that pointed out areas that needed policy enhancement for the improvement of Job Order workers.

Moreover, the findings of the study guided decision-makers in the Local Government Unit of Davao City towards adopting positive changes in job security, working conditions, and employee welfare. Participants served a crucial purpose by sharing experiences that could positively affect their professional community. The second point that was considered is the avoidance of plagiarism and, hence, the originality assurance of the research. In avoiding plagiarism, falsifying, or fabrication of information, all the theoretical frameworks and models drawn from authentic and valid sources were cited appropriately. Both the researcher and research adviser unequivocally rejected manipulation of data or misrepresentation of others' work by making it appear to support personal conclusions. Plagiarism-detection applications, including Grammarly, Turnitin, and QuillBot, were used to ensure the research paper's reliability, originality, and integrity.

Maintaining research integrity equally required dealing with and declaring any possible conflict of interest. The researcher declared any possible conflict of interest in full. Utmost professional integrity was maintained during the conduct of the research, whereby no personal, financial, or professional interests influenced the process and results of the research. The researcher held no higher position in the Local Government Unit (LGU) of Davao City that could have swayed the outcomes of the study. Any conflict of interest that arose in the research process was openly declared and handled appropriately to maintain the study's credibility and reliability.

Lastly, proper attribution of authorship has also been established as the concern in ethics for preserving scientific credibility. Authorship on the paper will be attributed to those participants who have made substantive contributions to the research process: for example, in conceptualizing, collecting data, analyzing them, and writing the final manuscript. To those providing help, guidance, or technical expertise but not meeting the authorship criteria, due acknowledgment will be given. Research adviser Glenne B. Lagura, DPA, and the researcher followed ethical procedures of authorship avoiding any form of honorary or ghost authorship. All authorship disputes were resolved as per said established academic and institutional standards for transparency and fairness in credit allocation.

## **RESULT AND DISCUSSIONS**

This chapter presents and analyzes the data gathered and assessed about the individual work performance, pay satisfaction, and human resource management practices of task order employees in the Davao City local government unit (LGU). Additionally, it explores how pay satisfaction functions as a mediator in the relationship between individual work performance and HRM practices. The important conclusions drawn from the statistical results highlights the discussion and provides insights in light of relevant research and

the objectives of the study.

### Human Resource Management Practices among Job Order Employees of Local Government Unit

With an average score of 3.77, Table 1 shows that the total mean level of human resource management approaches among job order employees in the Davao City LGU is **high**, which indicates that such practices frequently implemented and positively perceived among the respondents. Employee relations followed recruiting and selection ( $M = 3.74$ ) and training and development ( $M = 3.77$ ), which had the highest mean ( $M = 3.78$ ). Answers from participants are fairly similar with standard deviation data spanning from 0.50 to 0.54. All indicators fall within the high descriptive level, suggesting that employees generally perceive the HRM practices in the LGU to be well implemented and supportive.

**Table 1**  
**Level of Human Resource Management Practices**

Indicator	SD	Mean	Descriptive Level
Recruitment and Selection	0.54	3.74	High
Training and Development	0.50	3.77	High
Employee Relations	0.53	3.78	High
<b>Overall</b>	<b>0.43</b>	<b>3.77</b>	<b>High</b>

These results are in line with a study by Mahfouz, Bahkia, and Alias (2021), which highlighted how good HRM practices, especially in professional development and employee support, have a positive impact on job performance through greater commitment. From the viewpoint of high-potential employees, Othman and Mahmood (2019) further argued that HRM practices of fair selection, training and development, and positive employee interactions greatly improve individual job performance. Cruz and Cabaluna (2022) found that a favorable impact on performance in many Philippine banks has come from HRM techniques, especially when workers felt appreciated and received necessary training. These findings highlight how crucial consistently implemented HRM policies are for fostering productivity, even among job order employees with restricted employment rights. On the other hand, the impact of HRM practices may differ based on the type of organization, as Simarmata (2023) highlights.

### Level of Individual Work Performance among Job Order Employees of Local Government Unit

The Table shows that the general mean level of individual work performance is **high**, indicating that the behavior or condition is regularly exhibited and among the respondents. The ratings for the three indicators were: task performance ( $M = 4.07$ ), contextual performance ( $M = 3.91$ ), and the reverse-coded counterproductive work behavior ( $M = 3.33$ ), which fell in the moderate range. The standard deviation values ( $SD = 0.95$ ) reveal a wider range of response between unproductive behavior and task and contextual performance. The findings support that even though the employees efficiently execute their tasks, there is still a need for improvement in the area of decreasing undesirable workplace behaviors.

**Table 2**  
**Level of Individual Work Performance**

Indicator	SD	Mean	Descriptive Level
Task Performance	0.60	4.07	High
Contextual Performance	0.60	3.91	High
Counter Productive Work Behavior*	0.95	3.33	Moderate
Overall	0.49	3.77	High

\*Reverse coded

These results suggest that, despite being contractual workers, job order employees exhibit a strong task orientation and engage in positive workplace behaviors outside of their designated duties. But the moderate score for counterproductive behavior suggests that there are sometimes unwanted behaviors, which can be due to unclear organizational standards or absence of employment security.

This study validates Koopmans' (2014) contention that one's work performance is equally dependent on interpersonal and organizational behaviors influencing general productivity as on task performance. Dziuba, Ingaldi, and Zhuravskaya (2020) established that job satisfaction and correct role alignment improve performance and reduce the likelihood of workplace accidents and misbehaviors, validating the uniformly high task and contextual performance.

In accordance with the findings of Dziuba, Ingaldi, and Zhuravskaya (2020) that job satisfaction and proper role fit improve performance and decrease the risk of workplace misconduct and safety hazards, the task and contextual performance ratings are always high. Viernes and Pasco (2022) further added that the levels of performance were remained consistent in the Philippine setting.

In spite of the very high task and contextual performance levels, the results point to the need to remind motivation, commitment, and ethical standards in an attempt to further reduce deviant behaviors among job order workers.

**Level of Pay Satisfaction among Job Order Employees of Local Government Unit**

The Table 3 shows that pay satisfaction is moderate with a mean of 3.33. The moderation suggests that job order employees are somewhat satisfied with their pay or the satisfaction is not consistently felt among the respondents. The highest mean score was pay level satisfaction (M=3.40) followed closely by pay structure and administration satisfaction (M=3.39). As for benefits and pay raise which had a mean of 3.27, this suggests a moderate satisfaction. The moderate difference among workers is indicated by the standard deviations between 0.67 to 0.82. Therefore even though workers are sometimes satisfied with their remuneration, dissatisfaction exists in certain areas particularly on benefits and salary increase.

**Table 3**  
**Level of Pay Satisfaction**

Indicator	SD	Mean	Descriptive
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			Level
Pay Level Satisfaction	0.76	3.40	High
Pay Satisfaction benefits	0.82	3.27	Moderate
Pay Raise Satisfaction	0.69	3.27	Moderate
Pay Structure and Administration Satisfaction	0.67	3.39	Moderate
Overall	0.63	3.33	Moderate

These results show that although job order workers are generally happy with their pay scale, they are not as happy with the consistency and fairness of benefits and pay raises. Contract workers gain less access to financial rewards and formal benefits that translate into lower overall remuneration. This is in line with Alyafei (2022) stated that employee satisfaction with pay is undermined by unclear and inconsistent bonus and merit programs. In a similar vein, a study by Hardiyanto and Hendarsjah (2021) reveals that base pay satisfaction positively affects work performance but defects in perks or the pay system in general can counteract such motivating effects.

Furthermore, Colina (2021) noted that the ongoing problems in equitable distribution of bonus and wages among LGU employees in Davao City, Philippines, particularly among temporary workers who were disadvantaged during Christmas bonus of the city. That indicates issues on equitable compensation particularly among temporary workers remain existing.

According to Gim and Cheah (2020), organizational trustworthiness was emphasized as a vital factor in pay satisfaction. Where employees feel management is fair and trustworthy, they are more likely to accept pay and benefits restrictions. However, distrust keeps individuals in misery particularly for workers of task orders who tend to be excluded from the decision-making process.

Therefore, there remains plenty of room for improvement even as moderate pay satisfaction indicates some are satisfied. For instance, rectifying perceived imbalance in pay raise and benefit allocation can enhance the morale and work output of contract based employees.

### **Relationship Between HRM Practices and Individual Work Performance among Job Order Employees of Local Government Unit**

Table 4.1 reveals a significant relationship between individual work performance and human resource management practices. Task performance, contextual performance, and overall work performance all significantly improve with overall HRM practices ( $p = 0.012$ ,  $p = 0.000$ ,  $p = 0.011$ ). The association between counterproductive work behavior and HRM practices however, is not statistically significant ( $p = 0.832$ ). This implies that although HRM initiatives successfully encourage constructive work practices, they might not immediately lessen employees' counterproductive behaviors.

**Table 4.1** *Significance on the Relationship between Human Resource Management Practices and Individual Work Performance*

Individual Work Performance				
Human Resource Management Practices	Task Performance	Contextual Performance	Counter Productive Work Behavior	Overall
Recruitment and Selection	0.081	0.156**	0.097	0.161**
	0.150	0.005	0.087	0.004
Training and Development	0.142*	0.171**	-0.055	0.093
	0.012	0.002	0.332	0.098
Employee Relations	0.134*	0.142*	-0.018*	0.102
	0.017	0.012	0.757	0.069
Overall	0.142*	0.188	0.012	0.144*
	0.012	0.000	0.832	0.011

These findings imply that the quality and consistency of workers' task-related and contextual performance can be significantly enhanced by effective HRM practices, including hiring and selection, training and development, and employee relations. Yet these methods may not always be successful in minimizing unproductive or unwanted behaviors at work. This aligns with the conclusions of Mahfouz, Bahkia, and Alias (2021), who determined that although HRM practices directly and substantially influence performance, they may achieve maximum effectiveness when combined with specific goals for employee engagement and development. Human Resource Management was further identified by Othman and Mahmood (2019)

as a main factor of employee engagement which then improves individual work performance in interpersonal behaviors and task completion. Likewise, Cruz and Cabaluna (2022) stated that Human Resource practices has a major effect on performance in a few Philippine banks in the presence of local public service when the employees believe that management is fair and supportive. Therefore, this proves that HRM practices will eventually prove beneficial to performance outcomes if it is implemented correctly, even if they are contract workers.

The absence of a significant correlation between HRM and counterproductive behavior, however, may indicate the necessity to further investigate other factors affecting workplace misconduct or withdrawal. As brought by Hosani et al. (2020), effective HR procedures may not stop employees from feeling alienated or unhappy--especially at times of organisational transitions--which then contribute towards unintended behaviours at the workplace. This also signifies the need for a more complete solution--through leadership observation, improving organizational culture, psychological support to tackle negative behaviours.

Overall, these results reinforce the fact that even in public sector jobs, human resource management plays a key strategic role in determining the performance outcomes that are desired.

### **Relationship Between Pay Satisfaction and Individual Work Performance among Job Order Employees of Local Government Unit**

Table 4.2 demonstrates that task performance ( $p = 0.016$ ) and contextual performance ( $p = 0.016$ ) and contextual performance ( $p = 0.005$ ) are significantly correlated with pay satisfaction. Overall performance and pay satisfaction benefits are also found to be significantly correlated ( $p = 0.024$ ). Nevertheless, there was no discernible link between counterproductive work behavior and pay satisfaction ( $p = 0.378$ ). Though

it might not be enough to stop unwanted behaviors at work, these findings show that greater job satisfaction, especially with regard to benefits and total pay level, is linked to improved productivity.

**Table 4.2**  
**Significance on the Relationship between Pay Satisfaction and Individual Work Performance**

Individual Work Performance				
	Task Performance	Contextual Performance	Counter Productive Work Behavior	Overall
Pay Level Satisfaction	0.150**	0.165**	-0.060	0.091
	0.008	0.003	0.290	0.107
Pay Satisfaction				
benefits	0.133*	0.166**	0.006	0.127*
	0.018	0.003	0.916	0.024
Pay Raise Satisfaction	0.067	0.087	-0.052	0.029
	0.233	0.125	0.355	0.604
Pay Structure and Administration Satisfaction				
	0.108	0.109	-0.073	0.042
	0.055	0.053	0.195	0.461
Overall	0.136*	0.157**	-0.050	0.088
	0.016	0.005	0.378	0.118

According to these results, workers are more likely to exhibit strong task-related and cooperative workplace behaviors when they are happy with their compensation, especially when it comes to the benefits they receive. Pay satisfaction by itself, though, might not be enough to stop unfavorable or counterproductive behavior.

The findings are in line with a study by Arockiam, Banerjee, and Roy (2018) that discovered a significant correlation between employee motivation and performance and pay satisfaction, especially for bank managers who relied on explicit incentive structures. In similar vein, Hardiyanto and Hendarsiah (2021) highlighted that when pay level and structure were in line with person-job and person-organization fit, individual performance was positively correlated with them.

Darus, Azizan, and Ahmad (2016) also found that academic staff members who were more satisfied with their pay showed greater organizational commitment and performance in a public sector setting. This bolsters the notion that perceived fairness and adequate compensation can promote professionalism and productivity even among job order employees. But as Gim and Cheah (2020) point out, organizational trust plays a critical mediating role in the relationship between pay satisfaction and performance. Even if their base pay is adequate, workers may not be happy if they feel left out of benefit plans or performance-based rewards. Limited access to institutional benefits and structured pay progression may be the reason why job order workers' satisfaction does not always translate into fewer instances of counterproductive

behavior.

These results highlight the significance of developing a transparent, inclusive, and equitable pay system that applies to all job types within the company in addition to strengthening compensation policies. Relationship Between HRM Practices and Pay Satisfaction among Job Order Employees of Local Government Unit

Table 4.3 illustrates that there is a high correlation between general HRM practices and general pay satisfaction ( $p = 0.033$ ). Specifically, there is a high correlation between training and development and pay raise satisfaction ( $p = 0.050$ ) and between recruitment and selection and pay satisfaction benefits ( $p = 0.008$ ). These findings suggest that employees who are exposed to better HRM practices are more likely to be satisfied with their earnings, and that HRM strategies can influence employees' perceptions of their compensation even outside of standard work settings.

**Table 4.3**  
**Significance of the Relationship between Human Resource Management Practices and Pay Satisfaction**

Pay Satisfaction						
Human Resource Management Practices	Pay Satisfaction	Pay Level Satisfaction	Pay Satisfaction Benefits	Pay Satisfaction Raise	Pay Structure Admin	Overall
Recruitment and Selection	0.093	0.149**	0.108	0.071	0.126*	
	0.098	0.008	0.056	0.207	0.026	
Training and Development	0.037	0.096	0.110*	0.081	0.094	
	0.515	0.090	0.050	0.149	0.094	
Employee Relations	0.040	0.065	0.086	0.085	0.079	
	0.475	0.252	0.128	0.134	0.160	
Overall	0.069	0.125*	0.122*	0.095	0.120*	
	0.222	0.027	0.031	0.093	0.033	

The findings suggest that job order employees benefitting from strong HRM support (discretionary, especially in access to training and transparency with regard to recruitment) would most likely be satisfied with various aspects of their compensation, especially benefits and equity in raises. This appears to suggest that even where non-regular employees do not have any formal salary structure meaningfully one exists, the way employees are managed shapes their understanding of the value and equity of their pay for performance. Cruz and Cabaluna (2022) also found that HRM practices (such as employee development, and among other practices open communication) have a positive effect on pay and benefits perception for bank employees in the Philippines. In addition, Mahfouz, Bahkia, and Alias (2021) reported that while HRM practices impacted compensation satisfaction, they did so indirectly through organizational trust and belongingness.

International studies support these findings. Following a critical analysis on merit and bonus policies in oil and gas, Alyafei (2022) concluded that equitable performance management and developmental opportunities produce satisfaction with a remuneration package, not just base pay alone. Gim and Cheah (2020) also indicated that increases in pay satisfaction level related to perceived fairness and consistency, as applied to HR policies. Further, Simarmata (2023) suggested that HRM practices such as aligning training programs with employees’ needs positively influences performance, and pays satisfaction for SMEs. This evidence points to how suitable strategic HR practices can influence the perception and valuation of equitably fair pay in organizations with constrained financial flexibility.

In addition, Simarmata (2023) suggested that HRM activities such as aligning training programs to employees' needs has a positive impact on both performance and pay satisfaction for small-to-medium enterprises (SMEs).

This indicates how effective HR strategies may influence how employees view and value their pay, even in employers that may lack financial flexibility.

Overall, the findings of the study suggest that, despite being employed under contractual terms, improvements in the HRM processes can improve not only employee assessments of compensation and benefits afforded to them but also productivity of that employee. This relationship highlights the importance of investing in constructive and fair HR processes for job order employees with LGUs to improve employee morale and organizational commitment.

**Mediating Role of Pay Satisfaction among Job Order Employees of Local Government Unit**

Table 5 presents the mediation analysis. The findings indicate that while the indirect effect through pay satisfaction is not statistically significant ( $p = 0.270$ ), the direct effect of HRM practices on individual work performance is substantial ( $p = 0.016$ ). The percentage of mediation is 6.02%, suggesting that pay satisfaction does not mediate the relationship between human resource management practices and individual work performance.

**Table 5**

**Mediation Analysis Results of Pay Satisfaction Between Human Resource Management Practices and Individual Work Performance**

Type	Effect	Estimate	SE	$\beta$	z	p
Indirect	HRMP $\Rightarrow$ PayS $\Rightarrow$ IWP	0.010	0.009	0.009	1.10	0.270
Component	HRMP $\Rightarrow$ PayS	0.173	0.081	0.120	2.15	0.032
	PayS $\Rightarrow$ IWP	0.056	0.043	0.072	1.29	0.199
Direct	HRMP $\Rightarrow$ IWP	0.151	0.063	0.135	2.41	0.016
Total	HRMP $\Rightarrow$ IWP	0.161	0.063	0.144	2.58	0.010
Percent of Mediation = 6.02%						

These results imply that although HRM policies have a direct positive impact on work performance, among job order employees, pay satisfaction does not substantially mitigate this link. This indicates that HRM practices like training, equitable hiring, and positive employee relations have a greater direct impact on performance than does the enhancement of perceptions of pay.

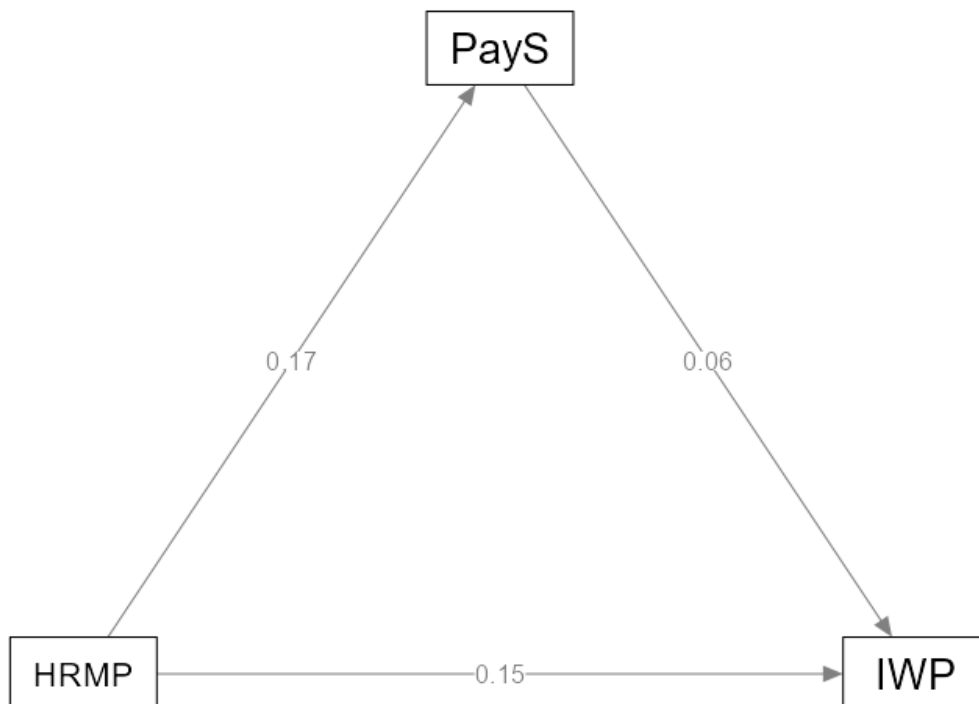
According to Mahfouz, Bahkia, and Alias (2021), HRM practices are strong direct predictors of employee performance, particularly when they promote a culture of support and growth. These findings are consistent with their findings. Similarly, Simarmata (2023) found that HRM procedures improved performance on their own in SMEs, even in cases where pay was not a major motivator.

The employment environment may account for the study's negligible indirect effect. The degree to which pay satisfaction can affect performance is limited since job order employees in public institutions frequently do not have access to structured and progressive compensation schemes. According to Darus et al. (2016), organizational support and psychological empowerment can be more important in these kinds of settings than monetary compensation.

Additionally, according to Hardiyanto and Hendarsjah (2021), the degree to which employees' values and their perception of organizational fit correspond is a critical factor in the success of remuneration as a mediator. Compensation is less likely to serve as a motivating mechanism when there is a lack of a good person-organization or person-job match, which are circumstances that are frequently less consistent among contract workers.

Overall, this study shows that pay satisfaction by itself does not significantly explain this effect among job order employees, even though it does confirm that HRM practices have a major impact on job performance. This suggests that future research should include additional mediating elements like job stability, employee engagement, and workplace support networks.

**Mediation Model of Pay Satisfaction Between Human Resource Management Practices and Individual Work Performance**



**Figure 2. Mediation Path Model of Pay Satisfaction Between Human Resource Management Practices and Individual Work Performance**

The model reflects that Pay Satisfaction (PayS) mediates the HR Management Practices (HRMP) and Individual Work Performance (IWP) relationship. The path coefficients suggested that HRMP has a direct positive effect on IWP (0.15) and an indirect effect through Pay Satisfaction (0.17→0.06), thereby indicating no mediation. Therefore, HRMP improves performance on its own, but its effect on employee performance is more pronounced when employees feel adequately compensated and satisfied.

This framework combines forms of the established theories in explaining the mediating pathway. Becker (1964) in Human Capital Theory postulates that HRMPs such as training, skills development, and employee support develop and augment employee capabilities and productivity through a value addition to the organization. Expectancy Theory also states that employees are expected to perform better as they expect that the efforts given out positively will bear good fruits like fair compensation and recognition (Vroom, 1964). Social Exchange Theory also explains that positive practices in the organization, such as fair payment in addition to support systems, would generate a sense of obligation by internalization of consequent reciprocity hence better performance and commitment on the part of employees (Blau, 1964). At the same time, the Equity Theory assumes perception to define fairness in compensation. More specifically, employees who feel equity in the balance between their contributions and the awards they receive are more inclined to have a feeling of job satisfaction and effective performance (Adams, 1963). They offer a broader perspective of how both direct and indirect HRMP affect employee performance. More specifically, HRMP creates an organizational environment where employees learn skills, there is congruity between rewards and efforts, exchange systems develop, and fairness influences IWP optimization among job order employees.

Numerous empirical studies have provided support for such a model. For instance, Alyafei (2022) stated that both bonus and merit-based payment levels shape the construct of pay satisfaction, especially on performance-oriented fields such as oil and gas. Cruz and Cabaluna (2022) also noted that well-structured HR practices create an environment of accountability and motivation, thus resulting in performance improvement. Though the specific effect of pay satisfaction operates as a mediator is weak, it still plays a role. We do know that engaged, committed, and productive employees are the result of employees' pay satisfaction levels (Gim & Cheah, 2020; Darus et al., 2016). Hardiyanto and Hendarsjah (2021) concluded that compensation satisfaction, particularly when the interrelationships of fit between person-job and person-organization are aligned, had a considerable influence on the favorable work prospects for the employee.

This mediation model is in line with a plethora of human resource literature that identify and highlight the kind of strategic Human Resource Management practices HRMP, necessary to develop a high-performing workforce. Performance appraisal systems, employee engagement programming and strategically designed salary and compensation practices are elements that are a small part of the puzzle in the HR practice for workforce development (Pattnaik & Sahoo, 2018; Mahfouz et al., 2021). Moreover, it is not just the fact that the HR practices exist, but whether or not the employees feel that those practices are applied evenly, and motivational.

In summary, the mediation model draws attention to the importance of pay satisfaction strategies being incorporated into HR systems. To leaders and HR practitioners, it is important that systems are implemented efficiently, but it is equally important that employees also experience the systems, as fair,

motivating, and rewarding. This will create more engaged, productive, and high-performing talent.

## CONCLUSION AND RECOMMENDATIONS

This study explored the relationship between Human Resource Management (HRM) practices and Individual Work Performance of the job order (JO) employees in the Local Government Unit (LGU) of Davao City by emphasizing the mediating effect of pay satisfaction. Results indicated that HRM practices and individual job performance were perceived positively, while pay satisfaction was perceived at a moderate level. HRM practices were strongly and positively significant with individual work performance, particularly on task and contextual performance. Pay satisfaction also was strongly significant with performance, but the association between the two was weaker.

The report shows just how significant HRM processes are in influencing employee performance results, even for those on contracts or non-regular work arrangements. It has been proven that employee recruitment, training, and employee involvement practices significantly affect work performance. This means that irrespective of the employment status, HRM can enhance performance if there is proper application. Pay satisfaction is an important aspect of employee motivation, but here it was not enough to account for how HRM policies influence performance. This finding is a function of job order employment, whereby employees may focus on non-monetary considerations like job security, skill development, and a sense of recognition at work rather than monetary pay.

Based on the findings, local government units should adopt Human Resource Management practices that focus on inclusion and fairness for job order employees. It is recommended to enhance the access involving professional development, training resources, and any other opportunities for participation that will improve job performance. With regards to the salary or compensation, the Local Government Unit may improve the overall satisfaction of employees by adding non-monetary motivators such as recognition programs, career advancement paths, and other initiatives that help build trust and transparency within the organization. It may be more effective to maintain motivation and excellent performance in the workplace by fostering an environment where workers feel appreciated, respected, and involved than relying solely on financial incentives. Since pay satisfaction did not serve as a mediator in this study, future research should examine additional mediating variables. Employee engagement, job security, psychological empowerment, and work-life balance may be the variables that more effectively account for the relationship between HRM practices and employee performance. More exposure to them could provide a stronger empirical basis for developing performance-oriented and inclusive HRM policies.

In summary, this research confirms the importance of strategic HRM in improving public service performance, including for contractual workers. When successfully executed, HRM practices can act as influential instruments for inspiring employees, enhancing performance, and ultimately boosting public service provision. Enhancing these initiatives with equitable pay systems and comprehensive support structures will promote more sustainable and inclusive growth for job order workers in the public sector.

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