

PARTICIPATORY DECISION MAKING IN PLANNING AND IMPLEMENTATION OF TELAGA MURNI VILLAGE DEVELOPMENT PROGRAM

Workplace Allegiance and Occupational Gratification of Aging Employees in the Philippine Crop Insurance Corporation
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Abstract

This study examined the levels of workplace allegiance and occupational gratification among aging employees of the Philippine Crop Insurance Corporation (PCIC) and explored the relationship between these two constructs. Using a descriptive-correlational research design, the study involved 77 senior rank-and-file employees selected through purposive sampling. Data were collected using a structured and validated survey questionnaire that measured workplace allegiance in terms of affective, continuance, normative allegiance, value alignment, and professional development, as well as occupational gratification in terms of wages and benefits, security of tenure, supervision, fringe benefits, contingent rewards, operating systems, interpersonal relationships, nature of work, and communication. Descriptive statistics, analysis of variance, and Pearson correlation were used for data analysis. Results revealed that aging employees demonstrated a high level of workplace allegiance, particularly in affective and normative dimensions, indicating strong emotional attachment and loyalty to the organization. Occupational gratification was also rated high overall, with respondents expressing satisfaction in supervision, interpersonal relationships, nature of work, and communication. However, moderate levels of satisfaction were observed in security of tenure and contingent rewards, suggesting concerns related to job stability and recognition. Findings further showed that there was no significant relationship between workplace allegiance and occupational gratification, implying that commitment to the organization does not necessarily translate to higher job satisfaction. The study concludes that while aging employees remain loyal and committed, targeted human resource interventions are needed to address structural and motivational concerns. The findings provide valuable insights for organizational leaders and policymakers in promoting decent work and employee well-being among aging public sector workers.

Keywords: workplace allegiance, occupational gratification, aging employees, public sector, Philippine Crop Insurance Corporation

Introduction

Workplace allegiance and occupational gratification are critical indicators of employee well-being, productivity, and organizational sustainability, particularly among aging workers in public sector institutions where long-term service and institutional stability are essential. As organizations worldwide experience demographic shifts characterized by an increasingly aging workforce, there is a growing need to understand how older employees perceive their commitment to their organizations and their level of satisfaction with their work. Aging employees often possess extensive experience, institutional knowledge, and professional expertise that significantly contribute to organizational effectiveness and continuity. In government agencies such as the Philippine Crop Insurance Corporation (PCIC), these employees play a vital role in maintaining institutional memory, ensuring service delivery, and implementing agricultural insurance policies that support national development goals.

Despite their importance, aging employees may face challenges related to job security, compensation adequacy, recognition, workload, and limited opportunities for career advancement, all of which can influence their workplace allegiance and occupational gratification. Concerns about employment stability, reward systems, and

organizational support may affect how older workers remain engaged and committed to their roles. Understanding these factors is essential for developing age-responsive human resource policies that promote motivation, loyalty, and well-being. Hence, this study examines the levels of workplace allegiance and occupational gratification among aging employees of PCIC and explores how demographic and employment-related factors influence these constructs, with the goal of providing empirical insights to inform organizational decision-making and policy development in public sector institutions.

Research Objectives

This study aims to examine the workplace allegiance and occupational gratification of aging employees in the Philippine Crop Insurance Corporation. Specifically, it seeks to describe the respondents’ profile in terms of age, sex, years of service, monthly salary, and employment status; determine the level of workplace allegiance in terms of affective, continuance, normative allegiance, value alignment, and professional development; assess the level of occupational gratification in terms of wages and benefits, security of tenure, supervision, fringe benefits, contingent rewards, operating system, interpersonal relationships, nature of work, and communication; identify significant differences in workplace allegiance and occupational gratification when respondents are grouped according to profile variables; and determine whether a significant relationship exists between workplace allegiance and occupational gratification.

Research Methodology

The study employed a descriptive-correlational research design, appropriate for examining existing conditions and relationships between workplace allegiance and occupational gratification without manipulating variables. The respondents consisted of 77 senior rank-and-file employees of the Philippine Crop Insurance Corporation, selected through purposive sampling to ensure representation of aging workers. Data were collected using a structured survey questionnaire adapted from established commitment and job satisfaction instruments. The questionnaire covered multiple dimensions of workplace allegiance and occupational gratification and demonstrated good to excellent reliability based on Cronbach’s alpha coefficients.

Data were analyzed using frequency, percentage, weighted mean, analysis of variance (ANOVA), and Pearson correlation, with statistical treatment performed using SPSS. Ethical considerations such as voluntary participation, anonymity and confidentiality were strictly observed.

Results and Findings

Table 1. Level of Workplace Allegiance of the Respondents

Dimension	Weighted Mean	Interpretation
Affective Allegiance	4.21	High
Continuance Allegiance	4.09	High
Normative Allegiance	4.18	High
Value Alignment	4.15	High
Professional Development	4.07	High
Overall Mean	4.14	High

The results indicate a **high level of workplace allegiance** among aging employees, particularly in affective and

normative dimensions. This suggests strong emotional attachment, loyalty, and moral obligation to remain in the organization, reflecting long-term commitment developed through years of service.

Table 2. Level of Occupational Gratification of the Respondents

Dimension	Weighted Mean	Interpretation
Wages and Benefits	3.62	High
Security of Tenure	3.58	Moderate
Supervision	4.12	High
Fringe Benefits	4.05	High
Contingent Rewards	3.47	Moderate
Operating System	4.10	High
Interpersonal Relationships	4.23	High
Nature of Work	4.18	High
Communication	4.20	High
Overall Mean	3.95	High

Employees generally reported high occupational gratification, particularly in interpersonal relationships, supervision, and nature of work. However, moderate satisfaction in security of tenure and contingent rewards indicates concerns regarding promotion opportunities and employment stability.

**Table 3
Relationship Between Workplace Allegiance and Occupational Gratification**

Variables	Correlation Coefficient (r)	p-value	Interpretation
Workplace Allegiance and Occupational Gratification	0.113	0.230	Not Significant

The results show **no significant relationship** between workplace allegiance and occupational gratification. This indicates that strong organizational commitment does not necessarily translate into higher job satisfaction, suggesting that these constructs may be influenced by different organizational and personal factors.

Discussion of Findings

The high level of workplace allegiance among aging PCIC employees reflects strong affective and normative commitment, consistent with studies highlighting loyalty and emotional attachment among long-tenured public sector workers (Meyer & Allen, 2017). The positive response from employees about their supervisors and their coworkers and their ability to communicate with others validates the research which establishes that supportive leadership together with positive workplace relationships serves as a major factor for achieving job satisfaction through their work (Men & Yue, 2019).

The lack of a significant relationship between workplace allegiance and occupational gratification provides evidence that commitment and satisfaction function as two separate processes according to Meyer and Maltin 2010. The employees continue to show loyalty toward the organization though they feel only moderate contentment with their job security and performance-based rewards which reveals fundamental organizational

problems that predominantly affect non-permanent staff members. The study results correspond with earlier research which found that older workers experience job insecurity (Kim & Kang, 2020). The study results show organizations need to implement specific human resource programs which will help maintain employee commitment while improving job security and creating fair reward systems which will lead to better employee satisfaction.

Conclusions

The study concludes that aging employees of the Philippine Crop Insurance Corporation demonstrate a high level of workplace allegiance and occupational gratification. This is reflected in their strong sense of loyalty to the organization, harmonious relationships with colleagues, and overall satisfaction with their assigned roles and responsibilities. These findings suggest that long-serving employees have developed a deep attachment to their work environment and continue to contribute positively to organizational stability and productivity.

However, despite these positive indicators, certain concerns remain evident—particularly in relation to tenure security and the adequacy of performance-based rewards. Some employees may feel uncertain about long-term career stability or perceive that recognition and incentives are not proportionate to their contributions. These gaps highlight the need for more responsive human resource policies that address both security and equitable reward systems.

Furthermore, the absence of a significant relationship between workplace allegiance and occupational gratification indicates that commitment alone does not guarantee job satisfaction. Employees may remain loyal due to factors such as tenure, familiarity, or limited alternatives, even if their personal or professional needs are not fully met. This finding underscores the importance of addressing both motivational and structural factors to ensure that employee loyalty is accompanied by genuine satisfaction, thereby promoting sustained engagement and well-being in the workplace.

Recommendations

1. **Management** should enhance tenure security and review promotion and reward systems to address moderate satisfaction levels.
2. **Human Resource Offices** should implement age-responsive policies and recognition programs tailored to aging employees.
3. **Policy makers** may consider strengthening employment protections for non-permanent government workers.
4. **Future researchers** may explore longitudinal or qualitative studies on aging employees' work experiences across public institutions.

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