

Job Satisfaction among Hospitality Management Graduates of Quirino State University-Diffun Campus

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Abstract

Purpose: Job satisfaction has an impact on employees' general well-being and in promoting a positive work environment, thus, contributes to increased organizational productivity, lower staff turnover, and lower job stress. This study assessed the level of job satisfaction among the Hospitality Management graduates of Quirino State University- Diffun Campus.

Methodology: It used a descriptive design and a survey questionnaire with a four-point Likert scale in gathering the needed data. Most of the respondents are females, 25 years and below, singles, with casual/contractual employment status, and have salaries of Php 5,000 and below.

Main Findings: In terms of promotion, the level of satisfaction along unlimited opportunities and a great chance for job promotion varies in terms of sex and age. As to supervision, the level of satisfaction along use of positive feedback with staff differs in terms of sex. On the other hand, the level of satisfaction along salary, fringe benefits & recognition; promotion; supervision; and interpersonal relationship does not vary when respondents are grouped by sex, age, civil status, employment status, and estimated monthly salary.

Implication of the Study: This study may be useful in gaining an understanding of employees' satisfaction levels, identifying their strengths and shortcomings, and improving their management techniques which are vital in ensuring higher revenues for any organization or institution.

INTRODUCTION

A job is a significant part of most people's lives. Their way of life and social lives are influenced by their work. As a result, having a contented workforce is critical for any business. It has been found that if an employee is content, he or she will give all to meet the organization's goals. Employees who are very satisfied with their jobs are more productive, devoted, and content with their lives. Employees should be offered opportunities for promotion in order to improve job satisfaction and performance.

Job happiness is one of the essential aspects that has attracted the attention of both managers and academics. Several researches have been undertaken to discover the factors that influence job satisfaction and these determinants result to productivity in the workplace. Even though there is no solid proof that job happiness increases productivity directly since productivity is influenced by so many factors, it is nevertheless a major concern for managers.

Job satisfaction refers to a person's positive mental attitude about his or her work. "A happy employee is a productive employee," as the saying goes. Job satisfaction is critical since most people spend a significant amount of their lives at work. Furthermore, job satisfaction has an impact on employees' general well-being since a contented and happy employee is a contented and happy human person. A contented employee enjoys greater physical and mental health.

The term "job satisfaction," according to [Wicker\(2011\)](#), has developed to mean a variety of things over time. One perspective on job satisfaction is a sense of inner pleasure and pride when performing a certain vocation. Furthermore, an employee who believes he or she has made a big contribution is entitled of recognition. Job happiness has been linked to a range of positive variables such as job motivation, job performance, organizational citizenship behavior, and life satisfaction.

According to [Jung and Suh \(2019\)](#), if an employee is satisfied with his or her employment, he or she, as well as his or her co-workers, are less likely to look for another job. Individuals' positive or negative attitudes toward their jobs are measured by job satisfaction. Every company should pay close attention to employee satisfaction and performance, and keep track of these metrics on a regular basis ([Talasaz, et al., 2014](#)).

Employee work satisfaction and its impact on performance are addressed by [Singh and Jain \(2013\)](#). Employees' attitudes reflect the company's culture. Because they are the ones who contact customers, happy employees play an important role in customer service and sales. The work environment has a significant impact on job satisfaction. It is aided by a pleasant working environment and reasonable working conditions, which promote employee productivity, profitability, and customer pleasure.

[Smolarek & Sulkowski \(2020\)](#) identified nine aspects of job satisfaction: pay (satisfaction with pay and remuneration rises), promotion (satisfaction with the possibility of promotion, i.e. personal development, greater responsibility, higher social status), supervision (satisfaction with a person's direct supervision), benefits (satisfaction with monetary and non-monetary benefits), conditional rewards (satisfaction with recognition. People are content with their occupations when they believe they can complete their tasks well and see that they are progressing at work, are employed on favorable terms, and receive support from their co-workers and work environment (having a positive impact on the atmosphere in the organization). Another factor to consider is one's willingness to work. Those who are more involved feel more like they are a member of the team and are willing to put in extra effort to help their team achieve its objectives ([Abun, et al., 2018](#)).

Employees who are satisfied understand that the organization will be more satisfying in the long run, care about the quality of their work, and are more dedicated to the organization, resulting in organizational citizenship behaviors. Employees who are happy are more productive and have a greater retention rate. When employees are dissatisfied with their occupations, their physical and mental health suffer. As a result, organizational performance will suffer as more production time is lost due to dissatisfied employees taking more time off; however, if steps are taken to improve employees' satisfaction, overall organizational success will be enhanced; and the results can be seen in happier employees, increased workforce productivity, shortened workdays, and increased profits. This demonstrates the importance of people in businesses, as people are the catalysts for great organizational performance.

Aristotle, a Greek philosopher and whose writings cover a wide range of subjects, has a powerful message indicating pleasure in the workplace breeds perfection. It is critical to understand an employee's level of satisfaction. As a result, there is a need to determine employees' job satisfaction. It is for this reason that the researchers conducted this research to determine employees' job satisfaction among BSHM graduates of Quirino State University, Diffun Campus.

RELATED LITERATURE

In a large study of the elements that determine job happiness in high-income nations, a substantial correlation between job satisfaction and the desire to leave a job was revealed. Financial benefits are essential, particularly in low-wages areas, but are not the primary reason.

Job satisfaction is more important than it has ever been in today's workplace. Employers are realizing that the "happier" their employees are, the better their attitudes toward work, the stronger their motivation, and the higher their productivity. When job happiness is impacted by a variety of factors, high job satisfaction can boost employee motivation and loyalty, while low job satisfaction might stifle it ([Maulana et al., 2021](#)).

One of the difficulties that today's managers face when it comes to managing their employees is job satisfaction ([Kanimozi & Vinothkumar 2018](#)). Many studies have shown that job satisfaction has a substantial impact on employees' motivation, which in turn has an impact on productivity and as a result, corporate success. Because employees spend so much time at work, job satisfaction is critical, as unhappiness can have a detrimental impact on the employee's personal life ([Abuhashesh et al., 2019](#)).

Work satisfaction can be used in assessments that lead to future planning based on previous project outcomes and employee predictions. Employees who are happy and motivated are more likely to succeed in the long run, and it is commonly considered that all employees' job happiness is directly proportional to their degree of motivation in any business ([Hee et al., 2019](#)).

The vast majority of companies keep detailed data on employees' satisfaction. Motivation and performance are linked to job happiness. Managers now find it impossible to overlook the issue of job satisfaction at a time when the demand for meaningful work is growing. Managers care about workplace satisfaction for two reasons. First and foremost, they owe it to their employees to do all possible means to foster a positive working environment. Second, they believe that happy employees will contribute to the company's success through their actions.

There are two factors to consider when it comes to job satisfaction. To begin with, it is a human component that should be treated equally and courteously by all personnel. Second, the behavioral dimension of work satisfaction may have an impact on employees' behavior, affecting organizational performance, tasks, and performance. According to [Samreen Naz and Hariom Sharma \(2017\)](#), job satisfaction is defined by employees' perceptions of their working environment, interpersonal connections, compensation, and promotion (2017). According to literature review, a range of factors influence employees' performance, including job satisfaction, work environment, remuneration policies and demographic traits, educational qualification, and many more.

Employees are unsatisfied with their bosses' pay, internal policies, promotion chances and management style ([Gupta and Garg, 2017](#)). One of the most noticeable results of work dissatisfaction is a decrease in performance, both statistically and qualitatively. Long absences, irregular entry and exit, underemployment, and errors, all likely outcomes, have a

detrimental impact on performance. This means that people who are not stressed at work perform like a joyful person and become less tense.

Those who work in high-stress, frequently unpredictable jobs are more prone to feel uncomfortable and dissatisfied with their jobs. Job happiness is equally as important as providing excellent care. According to [Singhai \(2016\)](#), work satisfaction is the evaluation of an employees' job and organization as correctly contributing to the attainment of a specific goal. Based on a research, employees who are satisfied with their jobs are physically and psychologically well, whereas those who are dissatisfied are frequently depressed. Because each firm has its own set of goals that make up its existential philosophy, job satisfaction is one of the most important components in the study of organizational behavior.

Based on a survey of personal psychology theories and human resource management specialists on the subject, job satisfaction is a multifaceted notion that is linked to a variety of factors. In other words, job happiness is based on a number of elements, such as the nature and circumstances of work, remuneration, prospects for professional progress, supervision, and relationships with co-workers. Of course, both genetic and human traits influence job satisfaction.

Employees who are well-trained and successful are unquestionably one of the most essential tools for achieving the organizational goals and contributing to efficiency. The relationship between employees' mood and organizational outcomes has received a lot of attention in recent years. Understanding social attitudes and actions is essential for steering society toward social goals that go beyond the mundane ([Platis et al., 2015](#)). Job satisfaction, employee performance, and relationship with the firm are examples. The consequence of one's good and negative judgments about various parts of one's employment is a behavioral phenomenon known as work satisfaction, which is the result of one's overall attitudes toward their occupation.

It is critical to understand the factors that influence employees' ability to perform successfully, as well as to develop methods for overcoming challenges and, ultimately, increasing an organization's efficiency and effectiveness ([Fu & Deshpande, 2014](#)). Job satisfaction has a psychological component and is defined as an emotional adjustment to the job and working environment. That is, if a person's employment provides him or her enjoyment, he or she is satisfied with it. If the desired employment does not deliver the expected joy and delight the next day, the person begins to criticize it and looks for a replacement ([Shoostarian et al., 2013](#)).

Related Studies

In order to explore how employees, behave in hazardous work environments with high monetary rewards as opposed to non-hazardous work environments with low monetary rewards, [Naseem K. \(2018\)](#) mentioned that the working conditions, pay, and organizational culture have an impact on job satisfaction based on research shown. These factors can be favorable or negative, and if they are positive, then the administrative staff and work will reflect this favorably.

Working conditions are major drivers of job satisfaction for people who work tough environments, according to [Raziq & Bakhsh \(2015\)](#). Workers in dangerous environment are unsatisfied as a result of this factor. When employees are working in challenging settings, it is vital for management to enhance working conditions to increase employee pleasure. As a result, they will be as pleased as those who work in more traditional environments, and their overall performance will improve.

Due to the fact that most people spend over half of their waking hours at work, job satisfaction is increasingly important ([Ebrahimian Jolodar, 2012](#)). This demonstrates that job satisfaction is a good or enjoyable sensation that people experience as a result of evaluating their jobs or work experiences ([Haroon et al., 2012](#)). Job happiness is a significant motivator (player) of people's actions at work ([Shah et al., 2016](#)). According to past research ([Alegre et al., 2016](#)), job satisfaction is a major factor supporting attitudes and behaviors in the workplace.

Financial incentives, such as bonuses, were found to be relatively satisfying to employees. In another significant study, [Alfandi and Alkawsaneh \(2014\)](#) discovered that incentives were considered as one of the most effective techniques in encouraging employees to perform well. Knowing the results of an individual's labor provides a sense of pride and excellence to the individual, and it is regarded a strong motivation for employees to enhance their performance.

In addition, [Tansel \(2014\)](#) did research to see how management's attitude toward employees and the company's size affect job satisfaction. Large company management-employee links, based on researches, are less gratifying than small company management-employee ties. Job satisfaction is lower in large corporations because of fewer pleasant management-employee relationships. Based on this study, the larger a company's workforce is, the more difficult it is to develop strong interpersonal interactions, which could decrease employee job satisfaction.

Job satisfaction, according to [Rajkatoch \(2012\)](#), is the degree to which one appreciates his or her employment. Job satisfaction is influenced by elements such as good salaries, a nice work environment, a job that matches one's academic skills, a preferred vocation, job security, and fringe benefits. In other words, job satisfaction can be defined as "employees' feelings and ideas about their jobs and workplace" ([Rizwan et al., 2016, p. 30](#)). Despite the fact that different experts define job satisfaction differently, many agree that it is crucial for employees' happiness ([Daud, 2017](#); [Ibrahim, Dagang, & Bakar, 2014](#)). Because employees spend two-thirds of their time at work, job satisfaction has a big impact on them, whether they are at work or at home ([Ibrahim et al., 2014](#)).

Local Studies

Job happiness is defined in a variety of ways by researchers. Employment satisfaction is currently defined as a pleasant or favorable state of mind arising from an assessment of one's job or work experience. Employment satisfaction stems from the notion that one's job allows fulfillment of one's important job values, as long as those values are compatible with one's needs. People will do whatever it takes to stay employed as long as they are happy in their existing job. This entails at the very least meeting the role's minimum requirements. They also engage in activities that aid in the maintenance of positive relationships with their superiors, subordinates, and co-workers. A contented employee is less likely to be absent, contributes significantly, and remains with the organization. A disgruntled employee, on the other hand, may be absent more frequently, experience stress that affects co-workers, and be on the lookout for other opportunities.

One of the most crucial aspects to consider in today's technology is innovation. If a person has the opportunity to advance, he or she will be more driven to work more and participate in the industry. Finally, there is agility and speed. Making appropriate decisions in a short amount of time is critical in the workplace. Employees, regardless of their demographic factors, can appreciate the organization's initiative in taking care of their employees by updating them.

According to [Sharma and Goel \(2012\)](#), there is a range of techniques to improving job satisfaction. When an employee is unable to advance in his or her profession owing to a lack of education or a downturn in the market, this does not mean that his or her job is toil. Using entertaining yet sensible thoughts, one might create new challenges and make the most of the employment he or she has. An individual can see himself or herself as a superb project manager, a confident communicator, and a well-organized person to improve his or her job skills. Motivation and self-control in a certain endeavor are essential for a person to achieve his or her dream career. Start small, such as organizing a work-related celebration, before moving on to bigger goals. When an employee masters a task, it may become second nature to him or her. The first step toward overcoming boredom is to break up the routine. Doing some engaging and enjoyable activities such as reading, listening to music, or going for a walk, brightens up the day. Cross-training is the second sort of exercise, which comprises doing repetitive tasks like data entry or working on an assembly line. Volunteering or chatting with a supervisor about training for a different task alleviates boredom. Motivating employees through suitable reward and compensation systems, as well as improving company's management and environment style, is another strategy to improve job satisfaction. Appreciation, approbation, and attention are the three main criteria for a supervisor who wants to empower those around him or her. These three qualities alone will transform a boss into a human interaction master and empower people around him. On the other hand, one should inquire as to how satisfied employees are with their jobs, because a worker who is dissatisfied with his or her job will not only be looking for a new job, but he or she will also be uninterested in performing his or her full potential, and he or she will transfer this negativity to his or her co-workers, leaving one with a workforce where the majority of the workers are dissatisfied with their jobs. The final strategy is to maintain a cheerful attitude. Positivity has the ability to enlarge the intellect and open the heart, making one more creative and receptive to new ideas. A positive outlook can also help to improve critical thinking skills and, as a result, to perceive more possibilities. Negative emotions, on the other hand, might limit one's thinking and perspective. People who practice positivity are more likely to develop new skills and social relationships, learn new things, and set higher objectives for themselves. This can lead to an increasing spiral of efficiency and success over time.

On the other hand, job satisfaction is a big topic at work ([Schermerhorn et al., 2020](#)). It expresses how satisfied or delighted people are with their jobs. Employee satisfaction is crucial to the success of any business. A low incidence of turnover is connected to a high degree of employees' satisfaction. The success of a company may be determined by how satisfied and motivated its employees are, which is essential for modern business. When considering job satisfaction and work motivation in general, of particular interests are the distinctive traits of these concepts in transition economies ([Millar et al., 2017](#)). As a result, when a person values his or her profession, success comes much more easily. Instead of seeing the task as a chore, the employee sees it as a rewarding experience.

A positive working relationship is required for management and workers to function happily in an office. It is difficult to be excited to go to work every day when an individual cannot get along with his or her employer or even co-workers. It is impossible to deny that working connections have an impact on organizational or commercial performance ([Ramjee, 2018](#)). An employee will be inspired to execute his or her job if he or she knows that his or her employer and coworkers are there to encourage him or her. Working relationships influence job satisfaction, which can have an impact on organizational performance.

Millan et al. (2013) investigated the factors that influence job satisfaction. Job satisfaction in terms of nature of work and job satisfaction in terms of job security were identified by the authors as two (2) distinct forms of job satisfaction. In comparison to salaried employees, self-employed people are more content with their work kind but less satisfied with their job security.

[Masvaure et al. \(2014\)](#) investigated the relationship between work engagement, intrinsic motivation, and job satisfaction. Job satisfaction is positively associated to work engagement and intrinsic motivation. Furthermore, work engagement is linked to intrinsic motivation in a good way. Job satisfaction, intrinsic drive, and work engagement are all influenced by age and marital status. And, when intrinsic motivation and work engagement levels rise, job satisfaction rises with them.

CONCEPTUAL FRAMEWORK

The importance of employee work happiness has long been recognized as one of the essential elements of a business. However, there are some circumstances that make it difficult to please every employee.

The researchers established the Input-Process-Output system analysis as a paradigm, which acts as a road map for the researchers to achieve the study's goals. This shows the questionnaire and the 2018-2021 Bachelor of Hospitality Management Graduates of Quirino State University-Diffun Campus as the input, assessment on the level of job satisfaction among the respondents as the process, and the data on the job satisfaction assessment as the output.

The Input-Process-Output

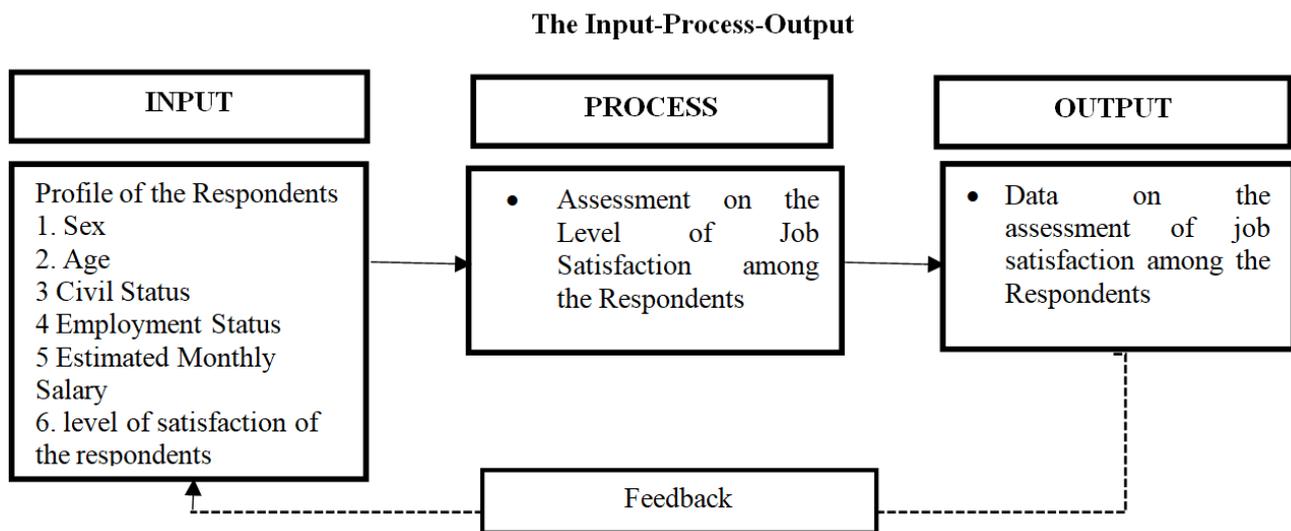


Figure 1: Conceptual Paradigm Showing Relationship among the Variables of the Study

Objectives of the Study

This study was conducted to assess and determine the job satisfaction among the Hospitality Management 2018-2021 Graduates of Quirino State University- Diffun Campus who were employed in the First Semester, A. Y. 2021-2022.

Specifically, it aimed to:

1. Determine the profile of the respondents in terms of:
 - 1.1 Sex;
 - 1.2 Age;
 - 1.3 Civil Status;
 - 1.4 Employment Status; and
 - 1.5 Estimated Monthly Salary.
2. Assess the level of satisfaction of the respondents as to:
 - 2.1 Salary, Fringe Benefits, and Recognition;
 - 2.2 Promotion;
 - 2.3 Supervision; and
 - 2.4 Interpersonal Relationship.
3. Determine if there are significant differences on the level of satisfaction when respondents along:
 - 3.1 Salary, Fringe Benefits, and Recognition;
 - 3.2 Promotion;
 - 3.3 Supervision; and
 - 3.4 Interpersonal Relationship.

MATERIALS AND METHODS

Research Design

The descriptive survey approach was utilized to assess the level of satisfaction among the respondents. This was considered to provide an overall description on the level of job satisfaction among the 2018-2021 Hospitality Management graduates of Qurino State University-Diffun Campus who were employed in the First Semester, A. Y. 2021-2022.

Research Instrument

This research utilized a survey questionnaire that was adapted and modified from the study of [Al-Rubaish, et al. \(2011\)](#) and [Schmidt \(2004\)](#) which consists of two parts: Part I covers the respondents' profile and Part II includes the work satisfaction assessment.

Samples and Sampling Procedure

This study made use of the Raosoft online calculator to determine the sample size. Simple Random Sampling was taken into consideration to determine the respondents. This is a probability sampling technique in which all members of the population have equal chances of being selected.

Statistical Tool Used

Data were tabulated, analyzed, and interpreted using the following tools:

1. **Frequency and Percent:** These were utilized to determine the profile of the respondents in terms of sex, age, civil status, employment status, and monthly salary.
2. **Mean:** It was used to assess the level of job satisfaction among the respondents.
3. **t-test:** This was utilized to test the significant difference on the level of job satisfaction along the parameters when respondents are grouped by sex, age, and civil status.
4. **ANOVA:** It was utilized to test the significant difference on level of job satisfaction along the parameters when respondents are grouped by employment status and monthly salary.

Data Gathering Procedure

Upon approval of the proposal, the researchers sought permission from the Program Chair of the Bachelor of Science in Hospitality Management to conduct the study. E-mails, Google Forms, Facebook, and Messenger were used to disseminate questionnaires. The needed data were compiled for analysis.

RESULTS AND DISCUSSION

This chapter presents the findings of the study in terms of the profile of the respondents, level of job satisfaction, and the tests of significant difference on the level of satisfaction when respondents are grouped by profile.

I. Profile of the respondents

Table 1: Frequency Distribution of the Respondents

Profile	Particulars	Frequency	Percent
Sex	Male	18	46.20
	Female	21	53.80
Age	25 years old and below	22	56.40
	26-30 years old	17	43.60
Civil Status	Single	33	84.60
	Married	6	15.40
Employment Status	Permanent	12	30.80
	Temporary	3	7.70
	Casual/Contractual	13	33.30
	Self-employed	11	28.20
Estimated Monthly Salary	Php5,000 and below	11	28.20
	Php6, 000 – Php10, 000	15	38.50
	Php11, 000 – Php15, 000	9	23.10
	Php16, 000 and above	4	10.30

Based on the table, most of the respondents are females, 25 years and below, singles, with a casual/contractual employment status, and have salaries of Php5,000 and below.

II. Level of job satisfaction

A. Along Salary, Fringe Benefits, and Recognition

Table 2: Level of Job Satisfaction along Salary, Fringe Benefits, and Recognition

Items	Mean	Description
1. Having fair and sufficient salary	2.85	Satisfied
2. Acquisition of clear policies regarding salaries, allowances, and fringe benefits	3.13	Satisfied
3. Gaining recognition for doing a good job	3.10	Satisfied
4. Having equitable benefit package	2.97	Satisfied
Grand Mean	3.01	Satisfied

The level of job satisfaction along salary, fringe benefits, and recognition is shown in Table 2. Based on the table, all the items are labeled as Satisfied which means that the respondents are satisfied along the items “Having fair and sufficient salary,” “Acquisition of clear policies regarding salaries, allowances, and fringe benefits,” “Gaining recognition for doing a good job,” and “Having equitable benefit package.” In addition, the grand mean value of 3.01 has a description of Satisfied which explains that the respondents are satisfied in terms of salary, fringe benefits, and recognition.

As a starting point, desirable employment characteristics such as fringe benefits should boost job happiness. Furthermore, employee perks and compensation packages can help boost organizational performance and profitability. While employer-provided benefits are a useful type of remuneration, they may diminish earnings or limit job mobility. Offering fringe benefits to employees is one approach for a firm to create a satisfying and inspiring environment.

Table 3: Level of Job Satisfaction along Salary, Fringe Benefits, and Recognition when Respondents are Grouped by Sex

Items	Male		Female	
	M	D	M	D
1. Having fair and sufficient salary	2.89	S	2.81	S
2. Acquisition of clear policies regarding salaries, allowances, and fringe benefits	3.00	S	3.24	S
3. Gaining recognition for doing a good job	3.17	S	3.05	S
4. Having equitable benefit package	2.89	S	3.05	S
Grand Mean	2.99	S	3.04	S

Table 3 shows the data on the level of satisfaction along salary, fringe benefits, and recognition when respondents are grouped by sex. As presented, all the items for both groups including the grand mean values of 2.99 and 3.04 for male and female, respectively, have a description of Satisfied. This implies that male and female respondents are satisfied as to salary, fringe benefits, and recognition specifically along the items “Having fair and sufficient salary,” “Acquisition of clear policies regarding salaries, allowances, and fringe benefits,” “Gaining recognition for doing a good job,” and “Having equitable benefit package.”

Hence, employees are the happiest and most productive when their job provides them with financial security, recognition of their efforts, a complaint-free policy opportunity to provide opinions and ideas involvement in decision-making and management duties and obligations with clear definitions, offering prospects for advancement, as well as perks such as structure of payment, incentive plans, and profit sharing social security, activities, health and safety measures, compensation, communication, and system of communication, and finally, a climate of mutual trust and respect. Furthermore, [Saeed, et al. \(2013\)](#) emphasized the fairness of work policies and job happiness. In other words, higher perceived fairness will result in more job opportunities satisfaction.

Table 4: Level of Job Satisfaction along Salary, Fringe Benefits, and Recognition when Respondents are Grouped by Age

Items	25 years and below		26-30	
	M	D	M	D
1. Having fair and sufficient salary	2.73	S	3.00	S
2. Acquisition of clear policies regarding salaries, allowances, and fringe benefits	3.14	S	3.12	S
3. Gaining recognition for doing a good job	3.18	S	3.00	S
4. Having equitable benefit package	3.00	S	2.94	S
Grand Mean	3.01	S	3.02	S

Table 4 shows the data on the level of satisfaction along salary, fringe benefits, and recognition when respondents are grouped by age. As presented, all the items for both groups are described as “Satisfied”. This implies that 25 years below and 26-30 years of age respondents are satisfied as to salary, fringe benefits, and recognition specifically along the items “Having fair and sufficient salary,” “Acquisition of clear policies regarding salaries, allowances, and fringe benefits,” “Gaining recognition for doing a good job,” and “Having equitable benefit package.” In addition, the grand mean values of 3.01 and 3.02 for 25 years & below and 26-30, respectively, have a description of Satisfied which explain that the respondents are satisfied in terms of salary, fringe benefits, and recognition when respondents are grouped by age.

Table 5: Level of Job Satisfaction along Salary, Fringe Benefits, and Recognition when Respondents are Grouped by Civil Status

Items	Single		Married	
	M	D	M	D
1. Having fair and sufficient salary	2.88	S	2.67	S
2. Acquisition of clear policies regarding salaries, allowances, and fringe benefits	3.12	S	3.17	S
3. Gaining recognition for doing a good job	3.09	S	3.17	S
4. Having equitable benefit package	2.97	S	3.00	S
Grand Mean	3.02	S	3.00	S

Data on the level of job satisfaction along salary, fringe benefits, and recognition when respondents are grouped by civil status is shown in Table 5. As depicted, all the items for both groups including the grand mean values of 3.02 and 3.00 for single and married, respectively, have a description of “Satisfied”. This implies that both single and married respondents are satisfied as to supervision specifically along “Fair treatment of staff,” “Competence of supervisor,” “Use of positive feedback with staff,” and “Trust in my immediate supervisor.”

Table 6: Level of Job Satisfaction along Salary, Fringe Benefits, and Recognition when Respondents are Grouped by Employment Status

Items	Permanent		Temporary		Casual/ Contractual		Self- employed	
	M	D	M	D	M	D	M	D
1. Having fair and sufficient salary	2.92	S	3.00	S	2.85	S	2.73	S
2. Acquisition of clear policies regarding salaries, allowances, and fringe benefits	3.17	S	3.00	S	3.15	S	3.09	S
3. Gaining recognition for doing a good job	3.25	E S	2.33	D	3.00	S	3.27	ES
4. Having equitable benefit package	3.08	S	3.00	S	2.92	S	2.91	S
Grand Mean	3.11	S	2.83	S	2.98	S	3.00	S

Table 6 reveals the level of job satisfaction along salary, fringe benefits, and recognition when respondents are grouped by employment status. Based on the table, the items “Having fair and sufficient salary,” “Acquisition of clear policies regarding salaries, allowances, and fringe benefits” and “Having equitable benefit package” for permanent; “Having fair and sufficient salary,” “Acquisition of clear policies regarding salaries, allowances, and fringe benefits” and “Having equitable benefit package” for temporary; “Having fair and sufficient salary,” “Acquisition of clear policies regarding salaries, allowances, and fringe benefits” “Gaining recognition for doing a good job,” and “Having equitable benefit package” for casual/contractual; and “Having fair and sufficient salary,” “Acquisition of clear policies regarding salaries, allowances, and fringe benefits” and “Having equitable benefit package” for self-employed including the grand mean values for all groups are described as Satisfied. This means that all groups are satisfied along salary, fringe benefits, and recognition as to employment status. In addition, permanent, temporary and self-employed respondents are satisfied along “Having fair and sufficient salary,” “Acquisition of clear policies regarding salaries, allowances, and fringe benefits” and “Having equitable benefit package.” Moreover, casual and contractual respondents are satisfied along “Having fair and sufficient salary,” “Acquisition of clear policies regarding salaries, allowances, and fringe benefits” “Gaining recognition for doing a good job,” and “Having equitable benefit package.” On the other hand, “Gaining recognition for doing a good job” is labeled as Extremely Satisfied for permanent and self-employed. This means that permanent and self-employed respondents are extremely satisfied along “Gaining recognition for doing a good job.”

Data on the level of job satisfaction along salary, fringe benefits, and recognition when respondents are grouped by estimated monthly salary is shown in Table 7. As presented, “Having fair and sufficient salary,” “Acquisition of clear policies regarding salaries, allowances, and fringe benefits” “Gaining recognition for doing a good job,” and “Having equitable benefit package” for respondents who have a monthly salary of Php5, 000 & below and Php6000-Php10,000; and “Having fair and sufficient salary” and “Having equitable benefit package” for respondents who have a monthly salary of Php11,000-Php15,000 are described as Satisfied. Thus, respondents who have a monthly salary of Php5, 000 & below and Php6000-Php10,000 are satisfied along “Having fair and sufficient salary,” “Acquisition of clear policies regarding salaries, allowances, and fringe benefits” “Gaining recognition for doing a good job,” and “Having equitable benefit package.” In addition, respondents who have a monthly salary of Php11,000-Php15,000 are satisfied along “Having fair and sufficient salary” and “Having equitable benefit package.” However, “Acquisition of clear policies regarding salaries, allowances, and fringe benefits” and “Having equitable benefit package” for Php11,000-Php15,000 and “Acquisition of clear policies regarding salaries, allowances, and fringe benefits,” “Gaining recognition for doing a good job,” and “Having equitable benefit package” for Php16,000 & above have a description of Extremely Satisfied. Therefore, respondents who have a monthly salary of Php11,000- Php15-000 are Extremely Satisfied along “Acquisition of clear policies regarding salaries, allowances, and fringe benefits” and “Having equitable benefit package” and respondents who have a monthly salary of Php16,000 & above are extremely satisfied along “Acquisition of clear

policies regarding salaries, allowances, and fringe benefits,” “Gaining recognition for doing a good job,” and “Having equitable benefit package.”

Table 7: Level of Job Satisfaction along Salary, Fringe Benefits, and Recognition when Respondents are Grouped by Estimated Monthly Salary

Items	Php5,000 and below		Php6,000 – Php10,000		Php11,000 – Php15,000		Php16,000 and above	
	M	D	M	D	M	D	M	D
1. Having fair and sufficient Salary	2.55	S	2.80	S	3.11	S	3.25	ES
2. Acquisition of clear policies regarding salaries, allowances, and fringe benefits	3.00	S	3.07	S	3.33	ES	3.25	ES
3. Gaining recognition for doing a good job	2.73	S	3.07	S	3.44	ES	3.50	ES
4. Having equitable benefit package	2.73	S	2.93	S	3.22	S	3.25	ES
Grand Mean	2.75	S	2.97	S	3.28	ES	3.31	ES

B. Along Promotion

Table 8: Level of Job Satisfaction along Promotion

Items	Mean	Description
1. Good opportunities for promotion	3.05	Satisfied
2. Performance and achievement-based promotion	3.26	Extremely Satisfied
3. Unlimited opportunities for promotion	2.92	Satisfied
4. A great chance for promotion on job	3.03	Satisfied
Grand Mean	3.07	Satisfied

Table 8 depicts the Level of Job Satisfaction of the respondents along Promotion. Based on the table, “Good opportunities for promotion,” “Unlimited opportunities for promotion,” “A great chance for promotion on job” including the grand mean value of 3.07 fall under the descriptive equivalent of satisfied. This implies that the respondents are satisfied along “Good opportunities for promotion,” “Unlimited opportunities for promotion,” “A great chance for promotion on job.” On the other hand, “Performance and achievement-based promotion” is described as extremely satisfied which means that the respondents are extremely satisfied along “Performance and achievement-based promotion.”

According to [Skaalvik, E. M., & Skaalvik, S. \(2017\)](#), promotion is "the act of moving an employee up the organizational hierarchy, usually leading to an increase in responsibility, status and a better remuneration package."

Table 9: Level of Job Satisfaction along Promotion when Respondents are Grouped by Sex

Items	Male		Female	
	M	D	M	D
1. Good opportunities for promotion	3.11	S	3.00	S
2. Performance and achievement-based promotion	3.39	ES	3.14	S
3. Unlimited opportunities for promotion	2.89	S	2.95	S
4. A great chance for promotion on job	3.11	S	2.95	S
Grand Mean	3.13	S	3.01	S

Table 9 shows the data on the level of job satisfaction along promotion when respondents are grouped by sex. Based on the table, all the items for both groups including the grand mean values of 3.13 and 3.01 for male and female respectively, are described as “Satisfied”. This implies that male and female respondents are satisfied along promotion specifically with the items “Good opportunities for promotion,” “Performance and achievement-based promotion,” “Unlimited opportunities for promotion,” and “A great chance for promotion on job.”

Table 10: Level of Job Satisfaction along Promotion when Respondents are Grouped by Age

Items	25 years and below		26-30	
	M	D	M	D
1. Good opportunities for promotion	3.14	S	2.94	S
2. Performance and achievement-based promotion	3.18	S	3.35	ES
3. Unlimited opportunities for promotion	3.09	S	2.71	S
4. A great chance for promotion on job	3.05	S	3.00	S
Grand Mean	3.12	S	3.00	S

Data on the level of job satisfaction along promotion when respondents are grouped by age is revealed in Table 10. As depicted, all the items for 25 years & below; and the items “Good opportunities for promotion,” “Unlimited opportunities for promotion,” and “A great chance for promotion on job” including the grand mean values of 3.12 and 3.00 for both age groups are described as Satisfied. This means that the respondents who are 25 years old & below are satisfied along “Good opportunities for promotion,” “Performance and achievement-based promotion,” “Unlimited opportunities for promotion,” and “A great chance for promotion on job” and 26-30 years old are satisfied along “Good opportunities for promotion,” “Unlimited opportunities for promotion,” and “A great chance for promotion on job.” Overall, the respondents are satisfied along promotion. However, “Performance and achievement-based promotion” for 26-30 years old has a description of Extremely Satisfied which implies that the 26-30 years old respondents are extremely satisfied along “Performance and achievement-based promotion.”

Table 11: Level of Job Satisfaction along Promotion when Respondents are Grouped by Civil Status

Items	Single		Married	
	M	D	M	D
1. Good opportunities for promotion	3.15	S	2.50	S
2. Performance and achievement-based promotion	3.36	ES	2.67	S
3. Unlimited opportunities for promotion	2.97	S	2.67	S
4. A great chance for promotion on job	3.12	S	2.50	S
Grand Mean	3.15	S	2.59	S

Table 11 displays the level of job satisfaction along promotion of the respondents when grouped by civil status. As shown, “Good opportunities for promotion,” “Unlimited opportunities for promotion,” and “A great chance for promotion on job” for single and “Good opportunities for promotion,” “Performance and achievement-based promotion,” “Unlimited opportunities for promotion,” and “A great chance for promotion on job” for married fall under the descriptive equivalent of Satisfied. Thus, singles are satisfied along “Good opportunities for promotion,” “Unlimited opportunities for promotion,” and “A great chance for promotion on job” and married respondents are satisfied along “Good opportunities for promotion,” “Performance and achievement-based promotion,” “Unlimited opportunities for promotion,” and “A great chance for promotion on job.” Overall, promotion items for both groups are labeled as Satisfied which implies that single and married respondents are satisfied along promotion. However, “Performance and achievement-based promotion” for single falls under the descriptive equivalent of Extremely Satisfied. Therefore, singles are extremely satisfied along “Performance and achievement-based promotion.”

Table 12: Level of Job Satisfaction along Promotion when Respondents are Grouped by Employment Status

Items	Permanent		Temporary		Casual/ Contractual		Self-employed	
	M	D	M	D	M	D	M	D
1. Good opportunities for promotion	3.42	ES	3.00	S	2.85	S	2.91	S
2. Performance and achievement-based promotion	3.67	ES	3.00	S	3.08	S	3.09	S
3. Unlimited opportunities for promotion	3.17	S	2.67	S	2.62	S	3.09	S
4. A great chance for promotion on job	3.25	ES	3.00	S	2.92	S	2.91	S
Grand Mean	3.38	ES	2.92	S	2.79	S	3.00	S

Data on the level of job satisfaction along promotion when respondents are grouped by employment status is depicted in Table 12. As shown, “Good opportunities for promotion,” “Performance and achievement-based promotion,” and “A great chance for promotion on job” for permanent including the grand mean value of 3.38 for the group are labeled as Extremely Satisfied. The rest of the items for permanent and other groups are described as Satisfied. This means that respondents with permanent status are extremely satisfied along “Good opportunities for promotion,” “Performance and achievement-based promotion,” and “A great chance for promotion on job.” On the other hand, permanent respondents are satisfied along “Unlimited opportunities for promotion.” In addition, respondents with temporary/casual/contractual status and self-employed are satisfied along “Good opportunities for promotion,” “Performance and achievement-based promotion,” “Unlimited opportunities for promotion,” and “A great chance for promotion on job.”

Table 13: Level of Job Satisfaction along Promotion when Respondents are Grouped by Estimated Monthly Salary

Items	Php5,000 and below		Php6,000 – Php10,000		Php11,000 – Php15,000		Php16,000 and above	
	M	D	M	D	M	D	M	D
1. Good opportunities for promotion	2.82	S	3.13	S	3.11	S	3.25	ES
2. Performance and achievement-based promotion	3.00	S	3.40	ES	3.33	ES	3.25	ES
3. Unlimited opportunity for promotion	2.91	S	2.93	S	3.00	S	2.75	S
4. A great chance for promotion on job	2.82	S	3.00	S	3.22	S	3.25	ES
Grand Mean	2.89	S	3.11	S	3.17	S	3.13	S

Table 13 depicts the level of satisfaction along promotion when respondents are grouped by estimated monthly salary. As shown, respondents with monthly salaries of Php6,000-Php10,000 and P11,000-P15,000 are Extremely Satisfied along “Performance and achievement-based promotion” Moreover, “Good opportunities for promotion,” “Performance and achievement-based promotion,” and “A great chance for promotion on job” for respondents with a monthly salary of Php16,000 & above are described as Extremely Satisfied. This implies that “Performance and achievement-based promotion” for respondents with monthly salaries of Php6,000-Php10,000 and P11,000-P15,000 are labeled as Extremely Satisfied. In addition, respondents with a monthly salary of Php16,000 & above are extremely satisfied along “Good opportunities for promotion,” “Performance and achievement-based promotion,” and “A great chance for promotion on job.”

C. Along Supervision

Table 14: Level of Job Satisfaction along Supervision

Items	Mean	Description
1. Fair treatment of staff	3.03	Satisfied
2. Competence of supervisor	3.05	Satisfied
3. Use of positive feedback with staff	3.08	Satisfied
4. Trust in my immediate supervisor	3.03	Satisfied
Grand Mean	3.05	Satisfied

Data on the level of job satisfaction along supervision is shown in Table 14. As presented, all the items are described as Satisfied. The grand mean value of 3.05 is also described as Satisfied. Thus, the respondents are satisfied along “Fair treatment of staff,” “Competence of supervisor,” “Use of positive feedback with staff,” and “Trust in my immediate supervisor.” Overall, the respondents are satisfied along supervision.

Table 15: Level of Job Satisfaction along Supervision when Respondents are Grouped by Sex

Items	Male		Female	
	M	D	M	D
1. Fair treatment of staff	3.00	S	3.05	S
2. Competence of supervisor	3.00	S	3.10	S
3. Use of positive feedback with staff	3.11	S	3.05	S
4. Trust in my immediate supervisor	3.00	S	3.05	S
Grand Mean	3.03	S	3.06	S

Table 15 shows the data on the level of satisfaction along supervision when respondents are grouped by sex. As presented, all the items for both groups including the grand mean values of 3.03 and 3.06 for male and female, respectively, have a description of Satisfied. This implies that male and female respondents are satisfied along supervision and along the items “Fair treatment of staff,” “Competence of supervisor,” “Use of positive feedback with staff,” and “Trust in my immediate supervisor.”

Table 16: Level of Job Satisfaction along Supervision when Respondents are Grouped by Age

Items	25 years and below		26-30	
	M	D	M	D
1. Fair treatment of staff	3.05	S	3.00	S
2. Competence of supervisor	3.14	S	2.94	S
3. Use of positive feedback with staff	3.09	S	3.06	S
4. Trust in my immediate supervisor	3.05	S	3.00	S
Grand Mean	3.08	S	3.00	S

Data on the level of satisfaction along supervision when respondents are grouped by age is revealed in Table 16. Based on the table, all the items for both groups including the grand mean values of 3.08 and 3.00 for 25 years below and 26-30 years of age, respectively, have a description of “Satisfied”. This implies that 25 years below and 26-30 years of age respondents are satisfied along supervision and along “Fair treatment of staff,” “Competence of supervisor,” “Use of positive feedback with staff,” and “Trust in my immediate supervisor.”

Table 17: Level of Job Satisfaction along Supervision when Respondents are Grouped by Civil Status

Items	Single		Married	
	M	D	M	D
1. Fair treatment of staff	3.00	S	3.17	S
2. Competence of supervisor	3.03	S	3.17	S
3. Use of positive feedback with staff	3.06	S	3.17	S
4. Trust in my immediate supervisor	3.00	S	3.17	S
Grand Mean	3.02	S	3.17	S

Table 17 displays the data on the level of satisfaction along supervision when respondents are grouped by civil status. As depicted, all the items for both groups have a description of “Satisfied.” The grand mean values for both groups are labeled as Satisfied. This implies that both single and married respondents are satisfied along “Fair treatment of staff,” “Competence of supervisor,” “Use of positive feedback with staff,” and “Trust in my immediate supervisor.” Overall, male and female respondents are satisfied along supervision based on the grand mean values of 3.02 and 3.17 for single and married, respectively.

Data on the level of satisfaction along supervision when respondents are grouped by employment status is shown in Table 18. Based on the table, “Fair treatment of staff” and “Trust in my immediate supervisor” for temporary are described as Extremely Satisfied. This implies that respondents with temporary employment status are extremely satisfied along “Fair treatment of staff” and “Trust in my immediate supervisor.” On the other hand, “Fair treatment of staff,” “Competence of supervisor,” “Use of positive feedback with staff,” and “Trust in my immediate supervisor” for permanent, casual/contractual, and self-employed; and “Competence of supervisor” and “Use of positive feedback with staff” for temporary have a description of Satisfied. This means that respondents with permanent/casual/contractual status and self-employed are satisfied along “Fair treatment of staff” and “Trust in my immediate supervisor.” On the other hand, “Fair treatment of staff,” “Competence of supervisor,” “Use of positive feedback with staff,” and “Trust in my immediate supervisor.” In addition, respondents with temporary status are satisfied along “Competence of supervisor” and “Use of positive feedback with staff.” Overall, permanent, temporary, casual/contractual, self-employed respondents are satisfied along supervision.

Table 18: Level of Job Satisfaction along Supervision when Respondents are Grouped by Employment Status

Items	Permanent		Temporary		Casual/ Contractual		Self-employed	
	M	D	M	D	M	D	M	D
1. Fair treatment of staff	3.08	S	3.33	ES	3.00	S	2.91	S
2. Competence of supervisor	3.17	S	3.00	S	3.08	S	2.91	S
3. Use of positive feedback with staff	3.17	S	3.00	S	3.08	S	3.00	S
4. Trust in my immediate supervisor	3.08	S	3.33	ES	3.00	S	2.91	S
Grand Mean	3.13	S	3.17	S	3.04	S	2.93	S

Table 19: Level of Job Satisfaction along Supervision when Respondents are Grouped by Estimated Monthly Salary

Items	Php5,000 and below		Php6,000 – Php10,000		Php11,000 – Php15,000		Php16,000 and above	
	M	D	M	D	M	D	M	D
1. Fair treatment of staff	2.82	S	3.00	S	3.22	S	3.25	ES
2. Competence of supervisor	2.91	S	3.00	S	3.22	S	3.25	ES
3. Use of positive feedback with staff	2.91	S	3.00	S	3.33	ES	3.25	ES
4. Trust in my immediate supervisor	2.91	S	3.00	S	3.11	S	3.25	ES
Grand Mean	2.89	S	3.00	S	3.22	S	3.25	ES

Table 19 presents the data on the level of satisfaction along supervision when respondents are grouped by estimated monthly salary. As depicted, all the items for respondents with monthly salaries of Php5,000 & below and Php6,000-Php10,000 including “Fair treatment of staff,” “Competence of supervisor,” and “Trust in my immediate supervisor” for Php11,000-Php15,000 are described as Satisfied. Thus, respondents with monthly salaries of Php5,000 & below and Php6,000-Php10,000 are satisfied along “Fair treatment of staff,” “Competence of supervisor,” “Use of positive feedback with staff,” and “Trust in my immediate supervisor.” Respondents with a monthly salary of Php11,000-Php15,000 are satisfied along “Fair treatment of staff,” “Competence of supervisor,” and “Trust in my immediate supervisor.” However, “Use of positive feedback with staff” for Php11,000-Php15,000 and “Fair treatment of staff,” “Competence of supervisor,” “Use of positive feedback with staff,” and “Trust in my immediate supervisor” for Php16,000 & above are labeled as Extremely Satisfied. This implies that respondents with a monthly salary of Php11,000-Php15,000 are extremely satisfied along “Use of positive feedback with staff” and respondents with a monthly salary of Php16,000 & above are extremely satisfied along “Fair treatment of staff,” “Competence of supervisor,” “Use of positive feedback with staff,” and “Trust in my immediate supervisor.” Overall, the level of satisfaction along supervision is labeled as Satisfied for the first three groups while Extremely Satisfied for respondents with a monthly salary of Php16,000 & above. Therefore, respondents with monthly salaries of Php5,000 & below Php6,000-Php10,000 and Php11,000-Php15,000 are satisfied while respondents with a monthly salary of Php16,000 & above are extremely satisfied along supervision.

Along Interpersonal Relationship

Table 20: Level of Job Satisfaction along Interpersonal Relationship

Items	Mean	Description
1. Reflection of a sense of team spirit with colleagues	3.18	Satisfied
2. Satisfactory work relations	3.21	Satisfied
3. Chances for socialization with colleagues during work	3.18	Satisfied
4. Working with the people I like	3.21	Satisfied
Grand Mean	3.20	Satisfied

Data on the level of satisfaction along interpersonal relationship is shown in Table 20. As presented, all the items and the grand mean value of 3.20 have a description of “Satisfied.” This implies that respondents are satisfied along “Reflection of a sense of team spirit with colleagues,” “Satisfactory work relations,” “Chances for socialization with colleagues during work,” and “Working with the people I like.” In general, the respondents are satisfied along interpersonal relationship.

Interpersonal relationship in management can increase happiness, which makes employees feel obligated to reciprocate by improving their performance (Wulandari, 2014). Thus, investigating the effect of interpersonal communication on job performance among manufacturing employees may provide additional information contribute to the body of knowledge. It means that the more effective interpersonal communication is, the better the level of job performance of people.

Table 21: Level of Job Satisfaction along Interpersonal Relationship when Respondents are Grouped by Sex

Items	Male		Female	
	M	D	M	D
1. Reflection of a sense of team spirit with colleagues	3.17	S	3.19	S
2. Satisfactory work relations	3.17	S	3.24	S
3. Chances for socialization with colleagues during work	3.22	S	3.14	S
4. Working with the people I like	3.28	ES	3.14	S
Grand Mean	3.21	S	3.18	S

Table 21 shows the data on the level of job satisfaction along interpersonal relationship when respondents are grouped by sex. Based on the table, “Reflection of a sense of team spirit with colleagues,” “Satisfactory work relations,” “Chances for socialization with colleagues during work,” and “Working with the people I like” for female; and “Reflection of a sense of team spirit with colleagues,” “Satisfactory work relations,” “Chances for socialization with colleagues during work,” and “Working with the people I like” for male including the grand mean values of 3.21 and 3.18 for male and female, respectively, have a description of “Satisfied”. This implies that female respondents are satisfied along “Reflection of a sense of team spirit with colleagues,” “Satisfactory work relations,” “Chances for socialization with colleagues during work,” and “Working with the people I like” and male respondents are satisfied along “Reflection of a sense of team spirit with colleagues,” “Satisfactory work relations,” “Chances for socialization with colleagues during work,” and “Working with the people I like.” Overall, male and female respondents are satisfied along interpersonal relationship.

Table 22: Level of Job Satisfaction along Interpersonal Relationship when Respondents are Grouped by Age

Items	25 years and below		26-30	
	M	D	M	D
1. Reflection of a sense of team spirit with colleagues	3.18	S	3.18	S
2. Satisfactory work relations	3.23	S	3.18	S
3. Chances for socialization with colleagues during work	3.23	S	3.12	S
4. Working with the people I like	3.23	S	3.18	S
Grand Mean	3.22	S	3.17	S

Data on the level of job satisfaction along interpersonal relationship when respondents are grouped by age is revealed in Table 22. As shown, all the items for both groups including the grand mean values of 3.22 and 3.17 for 25 years below and 26-30 years of age, respectively, have a description of “Satisfied”. This implies that 25 years below and 26-30 years of age respondents are “Satisfied” along “Reflection of a sense of team spirit with colleagues,” “Satisfactory work relations,” “Chances for socialization with colleagues during work,” and “Working with the people I like.” In general, respondents who are 25 years old & below and 26-30 years old are satisfied along interpersonal relationship.

Table 23 depicts the data on the level of job satisfaction along interpersonal relationship when respondents are grouped by civil status. Based on the table, all the items for both groups including the grand mean values for both groups fall under the description of “Satisfied”. This implies that single and married respondents are “Satisfied” along “Reflection of a sense of team spirit with colleagues,” “Satisfactory work relations,” “Chances for socialization with colleagues during work,” and “Working with the people I like.” Overall, singles and married respondents are satisfied along interpersonal relationship.

Table 23: Level of Job Satisfaction along Interpersonal Relationship when Respondents are Grouped by Civil Status

Items	Single		Married	
	M	D	M	D
1. Reflection of a sense of team spirit with colleagues	3.18	S	3.17	S
2. Satisfactory work relations	3.21	S	3.17	S
3. Chances for socialization with colleagues during work	3.21	S	3.00	S
4. Working with the people I like	3.21	S	3.17	S
Grand Mean	3.20	S	3.13	S

Table 24 shows the level of job satisfaction along interpersonal relationship when respondents are grouped by estimated monthly salary. As depicted, “Satisfactory work relations,” “Chances for socialization with colleagues during work” for permanent; “Reflection of a sense of team spirit with colleagues,” “Satisfactory work relations,” “Chances for socialization with colleagues during work,” and “Working with the people I like” for temporary; and “Reflection of a sense of team spirit with colleagues,” “Satisfactory work relations,” and “Working with the people I like” for self-employed have a description of Extremely Satisfied. This implies that the respondents with permanent status are extremely satisfied along “Satisfactory work relations,” “Chances for socialization with colleagues during work.” Respondents with temporary employment status are extremely satisfied along “Reflection of a sense of team spirit with colleagues,” “Satisfactory work relations,” “Chances for socialization with colleagues during work,” and “Working with the people I like.” In addition, self-employed respondents are extremely satisfied along “Reflection of a sense of team spirit with colleagues,” “Satisfactory work relations,” and “Working with the people I like.” Overall, interpersonal relationship is labeled as Satisfied for permanent and casual/contractual and Extremely Satisfied for temporary and self-employed. Therefore, respondents with permanent, casual or contractual status are satisfied along interpersonal relationship. However, respondents who are temporary and self-employed are extremely satisfied along interpersonal relationship.

Table 24: Level of Job Satisfaction along Interpersonal Relationship when Respondents are Grouped by Employment Status

Items	Permanent		Temporary		Casual/ Contractual		Self-employed	
	M	D	M	D	M	D	M	D
1. Reflection of a sense of team spirit with colleagues	3.17	S	3.33	ES	3.00	S	3.36	ES
2. Satisfactory work relations	3.25	ES	3.33	ES	3.00	S	3.36	ES
3. Chances for socialization with colleagues during work	3.25	ES	3.33	ES	3.08	S	3.18	S
4. Working with the people I like	3.17	S	3.33	ES	3.15	S	3.27	ES
Grand Mean	3.21	S	3.33	ES	3.06	S	3.29	ES

Table 25: Level of Job Satisfaction along Interpersonal Relationship when Respondents are Grouped by Estimated Monthly Salary

Items	Php 5,000 and below		Php 6,000 – Php 10,000		Php 11,000 – Php 15,000		Php 16,000 and above	
	M	D	M	D	M	D	M	D
1. Reflection of a sense of team spirit with colleagues	3.09	S	3.07	S	3.33	ES	3.50	ES
2. Satisfactory work relations	3.09	S	3.07	S	3.44	ES	3.50	ES
3. Chances for socialization with colleagues during work	3.09	S	3.00	S	3.44	ES	3.50	ES
4. Working with the people I like	3.09	S	3.07	S	3.44	ES	3.50	ES
Grand Mean	3.09	S	3.05	S	3.41	ES	3.50	ES

Data on the level of job satisfaction along interpersonal relationship when respondents are grouped by estimated monthly salary is presented in Table 25. As depicted, all the items for Php5,000 & below and Php6,000-Php10,000 including the grand mean values for both groups are labeled as Satisfied. On the other, all the items for Php11,000-Php15,000 and Php16,000 & above and the grand mean values as well are described as Extremely Satisfied. Thus, the respondents with monthly salaries of Php5,000 & below and Php6,000-Php10,000 are satisfied along interpersonal relationship and as to the items “Reflection of a sense of team spirit with colleagues,” “Satisfactory work relations,” “Chances for socialization with colleagues during work,” and “Working with the people I like.” On the other hand, respondents with monthly salaries of Php11,000-Php15,000 and Php16,000 & above are extremely satisfied along interpersonal relationship and along the items “Reflection of a sense of team spirit with colleagues,” “Satisfactory work relations,” “Chances for socialization with colleagues during work,” and “Working with the people I like.”

III. Tests Of Significant Difference on the mean level of Job Satisfaction

A. Along Salary, Fringe Benefits, And Recognition

Table 26: t-test on the Mean Level of Job Satisfaction along Salary, Fringe Benefits, and Recognition when Respondents are Grouped by Sex

No.	Items	t-computed	p-value	Decision
1	Having fair and sufficient salary	.006	.936	Fail to Reject Ho
2	Acquisition of clear policies regarding salaries, allowances, and fringe benefits	2.348	.134	Fail to Reject Ho
3	Gaining recognition for doing a good job	.004	.947	Fail to Reject Ho
4	Having equitable benefit package	.248	.621	Fail to Reject Ho

Table 26 presents the t-test on the mean level of job satisfaction along salary, fringe benefits, and recognition when respondents are grouped by sex. As shown, all the items are found to have no significant results which lead to a failure to reject the null hypothesis. Thus, the level of job satisfaction on the items “Having fair and sufficient salary,” “Acquisition of clear policies regarding salaries, allowances, and fringe benefits,” “Gaining recognition for doing a good job,” and “Having equitable benefit package” does not differ between male and female respondents.

Table 27: t-test on the Mean Level of Job Satisfaction along Salary, Fringe Benefits, and Recognition when Respondents are Grouped by Age

No.	Items	t-computed	p-value	Decision
1	Having fair and sufficient salary	3.899	.056	Fail to Reject Ho
2	Acquisition of clear policies regarding salaries, allowances, and fringe benefits	4.350	.044	Reject Ho
3	Gaining recognition for doing a good job	.029	.865	Fail to Reject Ho
4	Having equitable benefit package	.169	.684	Fail to Reject Ho

Data on the t-test of the mean level of job satisfaction along salary, fringe benefits, and recognition when respondents are grouped by age is depicted in Table 27. Based on the table, the items “Having fair and sufficient salary,” “Gaining recognition for doing a good job,” and “Having equitable benefit package” have no significant results which means that there is a failure to reject the null hypothesis which further explains that the level of satisfaction as to the items “Having fair and sufficient salary,” “Gaining recognition for doing a good job,” and “Having equitable benefit package” does not vary between the age groups. However, there is a significant result found along the item “Acquisition of clear policies regarding salaries, allowances, and fringe benefits” which implies that the null hypothesis is rejected. Therefore, the level of satisfaction on “Acquisition of clear policies regarding salaries, allowances, and fringe benefits” varies between 25 years & below and 26-30 years old respondents.

Table 28: t-test on the Mean Level of Job Satisfaction along Salary, Fringe Benefits, and Recognition when Respondents are Grouped by Civil Status

No.	Items	t-computed	p-value	Decision
1	Having fair and sufficient salary	.190	.666	Fail to Reject Ho
2	Acquisition of clear policies regarding salaries, allowances, and fringe benefits	.232	.633	Fail to Reject Ho
3	Gaining recognition for doing a good job	1.279	.265	Fail to Reject Ho
4	Having equitable benefit package	3.402	.073	Fail to Reject Ho

Table 28 displays the t-test on the mean level of job satisfaction along salary, fringe benefits, and recognition when respondents are grouped by civil status. As presented, all the items have no significant results. This leads to a failure to reject the null hypothesis implies the level of satisfaction along salary, fringe benefits, and recognition does not differ between single and married respondents.

Table 29: ANOVA on the Mean Level of Job Satisfaction along Salary, Fringe Benefits, and Recognition when Respondents are Grouped by Employment Status

No.	Items	F-computed	p-value	Decision
1	Having fair and sufficient salary	.309	.818	Fail to Reject Ho
2	Acquisition of clear policies regarding salaries, allowances, and fringe benefits	.086	.967	Fail to Reject Ho
3	Gaining recognition for doing a good job	2.219	.103	Fail to Reject Ho
4	Having equitable benefit package	.245	.864	Fail to Reject Ho

Table 29 presents the ANOVA on the mean level of job satisfaction along salary, fringe benefits, and recognition when respondents are grouped by employment status. Based on the table, no significant results are found along the items. Thus, there is a failure to reject the null hypothesis which means that the level of job satisfaction along salary, fringe benefits, and recognition does not vary among self-employed, permanent, temporary and casual/contractual respondents.

Table 30: ANOVA on the Mean Level of Job Satisfaction along Salary, Fringe Benefits, and Recognition when Respondents are Grouped by Estimated Monthly Salary

No.	Items	F-computed	p-value	Decision
1	Having fair and sufficient salary	3.075	.040	Reject Ho
2	Acquisition of clear policies regarding salaries, allowances, and fringe benefits	.675	.573	Fail to Reject Ho
3	Gaining recognition for doing a good job	3.076	.040	Reject Ho
4	Having equitable benefit package	1.924	.144	Fail to Reject Ho

Data on the ANOVA of the mean level of job satisfaction along salary, fringe benefits, and recognition when respondents are grouped by estimated monthly salary is presented in Table 30. Based on the table, the items “Acquisition of clear policies regarding salaries, allowances, and fringe benefits” and “Having equitable benefit package” have no significant results which means that there is a failure to reject the null hypothesis which further explains that the level of satisfaction as to the items “Acquisition of clear policies regarding salaries, allowances, and fringe benefits” “and “Having equitable benefit package” does not vary among the respondents when grouped by estimated monthly salary. However, there is a significant result found along the items “Having fair and sufficient salary” and “Gaining recognition for doing a good job” which implies that the null hypothesis is rejected. Therefore, the level of satisfaction on “Having fair and sufficient salary” and “Gaining recognition for doing a good job” varies among the respondents as to monthly salary.

B. Along Promotion

Table 31: t-test on the Mean Level of Job Satisfaction along Promotion when Respondents are Grouped by Sex

No.	Items	t-computed	p-value	Decision
1	Good opportunities for promotion	1.595	.215	Fail to Reject Ho
2	Performance and achievement-based promotion	1.037	.315	Fail to Reject Ho
3	Unlimited opportunities for promotion	4.604	.039	Reject Ho
4	A great chance for promotion on job	4.429	.042	Reject Ho

Table 31 shows the t-test on the mean level of job satisfaction along promotion when respondents are grouped by sex. As shown, “Unlimited opportunities for promotion” and “A great chance for promotion on job” have significant results which implies that the null hypothesis is rejected. Therefore, the level of satisfaction along “Unlimited opportunities for promotion” and “A great chance for promotion on job” differs between male and female respondents.

Table 32: t-test on the Mean Level of Job Satisfaction along Promotion when Respondents are Grouped by Age

No.	Items	t-computed	p-value	Decision
1	Good opportunities for promotion	.570	.455	Fail to Reject Ho
2	Performance and achievement-based promotion	.567	.456	Fail to Reject Ho
3	Unlimited opportunities for promotion	11.044	.002	Reject Ho
4	A great chance for promotion on job	5.803	.021	Reject Ho

Data on the t-test of the mean level of job satisfaction along promotion when respondents are grouped by age is presented in Table 32. As shown, “Unlimited opportunities for promotion” and “A great chance for promotion on job” reveal significant results which lead to the rejection of the null hypothesis. It further implies that the level of satisfaction along promotion as to the items “Unlimited opportunities for promotion” and “A great chance for promotion on job” varies between age groups.

Table 33: t-test on the Mean Level of Job Satisfaction along Promotion when Respondents are Grouped by Civil Status

No.	Items	t-computed	p-value	Decision
1	Good opportunities for promotion	.335	.566	Fail to Reject Ho
2	Performance and achievement-based promotion	1.232	.274	Fail to Reject Ho
3	Unlimited opportunities for promotion	.143	.708	Fail to Reject Ho
4	A great chance for promotion on job	.452	.505	Fail to Reject Ho

The t-test on the mean level of job satisfaction along promotion when respondents are grouped by civil status is shown in Table 33. Based on the table, no items are found to have significant results. This leads to a failure to reject the null hypothesis. Therefore, the level of job satisfaction along promotion as to the items “Good opportunities for promotion,” “Performance and achievement-based promotion,” “Unlimited opportunities for promotion,” and “A great chance for promotion on job” does not differ between single and married respondents.

Table 34: ANOVA on the Mean Level of Job Satisfaction along Promotion when Respondents are Grouped by Employment Status

No.	Items	F-computed	p-value	Decision
1	Good opportunities for promotion	1.290	.293	Fail to Reject Ho
2	Performance and achievement-based promotion	2.363	.088	Fail to Reject Ho
3	Unlimited opportunities for promotion	1.560	.216	Fail to Reject Ho
4	A great chance for promotion on job	.432	.731	Fail to Reject Ho

Table 34 reveals the ANOVA on the mean level of job satisfaction along promotion when respondents are grouped by employment status. As shown, there are no items with significant results which implies a failure to reject the null hypothesis. Thus, the level of job satisfaction along the items “Good opportunities for promotion,” “Performance and achievement-based promotion,” “Unlimited opportunities for promotion,” and “A great chance for promotion on job” does not vary among self-employed, permanent, temporary, and casual/contractual respondents.

Table 35: ANOVA on the Mean Level of Job Satisfaction along Promotion when Respondents are Grouped by Estimated Monthly Salary

No.	Items	F-computed	p-value	Decision
1	Good opportunities for promotion	.451	.718	Fail to Reject Ho
2	Performance and achievement-based promotion	.775	.516	Fail to Reject Ho
3	Unlimited opportunities for promotion	.100	.959	Fail to Reject Ho
4	A great chance for promotion on job	.503	.683	Fail to Reject Ho

Table 35 depicts the ANOVA on the mean level of job satisfaction along promotion when respondents are grouped by estimated monthly salary. As revealed, all the items are found to have no significant results which lead to a failure to reject the null hypothesis. This further implies that the level of satisfaction along promotion as to the items “Good opportunities for promotion,” “Performance and achievement-based promotion,” “Unlimited opportunities for promotion,” and “A great chance for promotion on job” does not differ among the respondents when grouped by monthly salary.

Along Supervision

Table 36: t-test on the Mean Level of Job Satisfaction along Supervision when Respondents are Grouped by Sex

No.	Items	t-computed	p-value	Decision
1	Fair treatment of staff	1.082	.305	Fail to Reject Ho
2	Competence of supervisor	3.480	.070	Fail to Reject Ho
3	Use of positive feedback with staff	7.856	.008	Reject Ho
4	Trust in my immediate supervisor	2.433	.127	Fail to Reject Ho

Data on the significant difference on the mean level of job satisfaction along supervision when respondents are grouped by sex is depicted in Table 36. Based on the table, “Fair treatment of staff”, “Competence of supervisor” and “Trust in my immediate supervisor” have no significant results which means that there is a failure to reject the null hypothesis. However, there is a significant result found along the item, “Use of positive feedback with staff” which implies that the null hypothesis is rejected. Therefore, the level of satisfaction along “Fair treatment of staff”, “Competence of supervisor” and “Trust in my immediate supervisor” does not differ as to sex. On the other hand, the level of satisfaction along “Use of positive feedback with staff” varies between male and female respondents.

Table 37 presents the test of significant difference on the mean level of job satisfaction along supervision when respondents are grouped by age. Based on the table, there is no significant result found which implies that there is a failure to reject the null hypothesis. This means that the level of satisfaction along “Fair treatment of staff,” “Competence

of supervisor,” “Use of positive feedback with staff,” and “Trust in my immediate supervisor” does not differ between age groups.

Table 37: t-test on the Mean Level of Job Satisfaction along Supervision when Respondents are Grouped by Age

No.	Items	t-computed	p-value	Decision
1	Fair treatment of staff	.001	.973	Fail to Reject Ho
2	Competence of supervisor	.030	.863	Fail to Reject Ho
3	Use of positive feedback with staff	.496	.486	Fail to Reject Ho
4	Trust in my immediate supervisor	.431	.515	Fail to Reject Ho

Table 38: t-test on the Mean Level of Job Satisfaction along Supervision when Respondents are Grouped by Civil Status

No.	Items	t-computed	p-value	Decision
1	Fair treatment of staff	.138	.712	Fail to Reject Ho
2	Competence of supervisor	.006	.940	Fail to Reject Ho
3	Use of positive feedback with staff	.304	.585	Fail to Reject Ho
4	Trust in my immediate supervisor	.324	.573	Fail to Reject Ho

Data on the test of significant difference on the mean level of job satisfaction along supervision when respondents are grouped by civil status is revealed in Table 38. As depicted, no significant results are found which means that there is a failure to reject the null hypothesis. This implies that the level of satisfaction does not vary between single and married respondents along “Fair treatment of staff,” “Competence of supervisor,” “Use of positive feedback with staff,” and “Trust in my immediate supervisor.”

Table 39: ANOVA on the Mean Level of Job Satisfaction along Supervision when Respondents are Grouped by Employment Status

No.	Items	F-computed	p-value	Decision
1	Fair treatment of staff	.388	.762	Fail to Reject Ho
2	Competence of supervisor	.404	.751	Fail to Reject Ho
3	Use of positive feedback with staff	.144	.933	Fail to Reject Ho
4	Trust in my immediate supervisor	.304	.822	Fail to Reject Ho

Table 39 shows the data on the ANOVA of the mean level of job satisfaction along supervision when respondents are grouped by employment status. Based on the table, all the items have no significant results. Therefore, there is a failure to reject the null hypothesis. This means that the level of satisfaction along the supervision items does not differ among the respondents when grouped by employment status.

Table 40: ANOVA on the Mean Level of Job Satisfaction along Supervision when Respondents are Grouped by Estimated Monthly Salary

No.	Items	F-computed	p-value	Decision
1	Fair treatment of staff	.864	.469	Fail to Reject Ho
2	Competence of supervisor	.710	.552	Fail to Reject Ho
3	Use of positive feedback with staff	.948	.428	Fail to Reject Ho
4	Trust in my immediate supervisor	.268	.848	Fail to Reject Ho

Table 40 presents the test of significant difference on the mean level of job satisfaction along supervision when respondents are grouped by estimated monthly salary. As revealed, “Fair treatment of staff,” “Competence of supervisor,” “Use of positive feedback with staff,” and “Trust in my immediate supervisor” are found to have no significant results which lead to a failure to reject the null hypothesis. This explains that the level of satisfaction along “Fair treatment of staff,” “Competence of supervisor,” “Use of positive feedback with staff,” and “Trust in my immediate supervisor” does not vary among the respondents when grouped by estimated monthly salary.

C. Along Interpersonal Relationship

Table 41: t-test on the Mean Level of Job Satisfaction along Interpersonal Relationship when Respondents are Grouped by Sex

No.	Items	t-computed	p-value	Decision
1	Reflection of a sense of team spirit with colleagues	1.469	.233	Fail to Reject Ho
2	Satisfactory work relations	.765	.387	Fail to Reject Ho
3	Chances for socialization with colleagues during work	2.002	.165	Fail to Reject Ho
4	Working with the people I like	3.167	.083	Fail to Reject Ho

Data on the t-test of the mean level of job satisfaction along interpersonal relationship when respondents are grouped by sex is depicted in Table 41. Based on the table, all the items have no significant results leading to a failure to reject the null hypothesis. This further implies that the level of job satisfaction along interpersonal relationship as to the items

“Reflection of a sense of team spirit with colleagues,” “Satisfactory work relations,” “Chances for socialization with colleagues during work,” and “Working with the people I like” does not differ between male and female respondents.

Table 42: t-test on the Mean Level of Job Satisfaction along Interpersonal Relationship when Respondents are Grouped by Age

No.	Items	t-computed	p-value	Decision
1	Reflection of a sense of team spirit with colleagues	2.237	.143	Fail to Reject Ho
2	Satisfactory work relations	1.357	.252	Fail to Reject Ho
3	Chances for socialization with colleagues during work	1.577	.217	Fail to Reject Ho
4	Working with the people I like	.218	.643	Fail to Reject Ho

Table 42 reveals the significant difference on the mean level of job satisfaction along interpersonal relationship when respondents are grouped by age. As shown, “Reflection of a sense of team spirit with colleagues,” “Satisfactory work relations,” “Chances for socialization with colleagues during work,” and “Working with the people I like” have no significant results. This leads to a failure to reject the null hypothesis. This explains that the level of satisfaction along the aforementioned items does not vary when respondents are grouped by age.

Table 43 shows the t-test on the mean level of job satisfaction along interpersonal relationship as to civil status. Based on the table, no item has a significant result which leads to a failure to reject the null hypothesis. This implies that the level of satisfaction along “Reflection of a sense of team spirit with colleagues,” “Satisfactory work relations,” “Chances for socialization with colleagues during work,” and “Working with the people I like” does not differ between single and married respondents.

Table 43: t-test on the Mean Level of Job Satisfaction along Interpersonal Relationship when Respondents are Grouped by Civil Status

No.	Items	t-computed	p-value	Decision
1	Reflection of a sense of team spirit with colleagues	1.247	.271	Fail to Reject Ho
2	Satisfactory work relations	1.697	.201	Fail to Reject Ho
3	Chances for socialization with colleagues during work	.259	.614	Fail to Reject Ho
4	Working with the people I like	1.178	.285	Fail to Reject Ho

Table 44: ANOVA on the Mean Level of Job Satisfaction along Interpersonal Relationship when Respondents are Grouped by Employment Status

No.	Items	F-computed	p-value	Decision
1	Reflection of a sense of team spirit with colleagues	.678	.571	Fail to Reject Ho
2	Satisfactory work relations	.677	.572	Fail to Reject Ho
3	Chances for socialization with colleagues during work	.232	.874	Fail to Reject Ho
4	Working with the people I like	.124	.945	Fail to Reject Ho

Table 44 depicts the ANOVA on the mean level of job satisfaction along interpersonal relationship when respondents are grouped by employment status. As shown, no items are found to have a significant result. Thus, there is a failure to reject the null hypothesis which means that the level of satisfaction along “Reflection of a sense of team spirit with colleagues,” “Satisfactory work relations,” “Chances for socialization with colleagues during work,” and “Working with the people I like” does not vary when grouped by employment status.

Table 45: ANOVA on the Mean Level of Job Satisfaction along Interpersonal Relationship when Respondents are Grouped by Estimated Monthly Salary

No.	Items	F-computed	p-value	Decision
1	Reflection of a sense of team spirit with colleagues	.708	.554	Fail to Reject Ho
2	Satisfactory work relations	1.002	.403	Fail to Reject Ho
3	Chances for socialization with colleagues during work	1.551	.219	Fail to Reject Ho
4	Working with the people I like	1.156	.340	Fail to Reject Ho

Analysis of Variance on the mean level of job satisfaction along interpersonal relationship when respondents are grouped by estimated monthly salary. Based on the table, there are no items with significant results which implies a failure to reject the null hypothesis. This further explains that the level of satisfaction along “Reflection of a sense of team spirit with colleagues,” “Satisfactory work relations,” “Chances for socialization with colleagues during work,” and “Working with the people I like” does not differ as to estimated monthly salary.

CONCLUSIONS AND FUTURE WORKS

From the findings, the following conclusions are derived:

The respondents are satisfied along salary, fringe benefits, and recognition. Male and female; 25 years old & below and 26-30 years old; single and married; respondents with monthly salaries of Php5,000 & below and Php6,000-Php10,000

are satisfied along this parameter. On the other hand, respondents with monthly salaries of Php11,000-Php 15,000 and Php16,000 & above are extremely satisfied along salary, fringe benefits, and recognition.

In general, the respondents are satisfied along promotion. Male and female; 25 years old & below and 26-30 years old; single and married; temporary, casual/contractual, and self-employed; and with monthly salaries of Php5,000 & below, Php6,000-Php10,000, Php11,000-Php15,00, and Php16,000 & above are satisfied along this parameter. However, respondents who are in permanent status are extremely satisfied along promotion.

Overall, the respondents are satisfied along supervision. Male and female; 25 years old & below and 26-30 years old; single and married; permanent, temporary, casual/contractual, and self-employed; and with salaries of Php15,000 and below are satisfied along the parameter. On the other hand, respondents with a monthly salary of Php16,000 & above are extremely satisfied along supervision.

In general, the respondents are satisfied along interpersonal relationship. Male and female; 25 years & below and 26-30; single and married; permanent and casual/contractual; and with a monthly salary of Php10,000 & below are satisfied along the aforementioned parameter. However, respondents with a temporary employment status, self-employed and with a monthly salary of Php11,000 & above are extremely satisfied along interpersonal relationship.

The level of job satisfaction along acquisition of clear policies regarding salaries, allowances, and fringe benefits; and along having fair and sufficient salary and gaining recognition for doing a good job as to salary, fringe benefits, and recognition differs between 25 years & below and 26-30 years old respondents. In terms of promotion, the level of satisfaction along unlimited opportunities for promotion and a great chance for promotion on job varies when grouped by sex and age. As to supervision, the level of satisfaction along use of positive feedback with staff differs between male and female respondents. On the other hand, the level of satisfaction along salary, fringe benefits & recognition; promotion; supervision; and interpersonal relationship does not vary when respondents are grouped by sex, age, civil status, employment status, and estimated monthly salary.

Future researchers may consider other profile variables such as educational attainment, position, and length of service in assessing the level of job satisfaction of employees. Also, researchers should also examine the relationship of managerial leadership styles with employees' job satisfaction. Researchers in the future may conduct studies on the Impact of Managerial Leadership style in the establishment were Hospitality Management Graduates work including the nature of work and communication within the establishment and researchers may include the two (2) campuses for comprehensive research.

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