

JOB SATISFACTION AND PERFORMANCE LEVEL OF EMPLOYEES OF AJINOMOTO PHILIPPINES CORPORATION- LUCENA BRANCH

Angeles, Vhona-Nanette P., Saludo, Aimeren Krystelle M., Virtus, Ludy
Mae R. and Win Maw Tun

ABSTRACT

This study was conducted to delve and comprehend information that can help both the employees and company regarding the level and significance of performance and job satisfaction to their work and working area. Job satisfaction and performance refer to the gratification that an employee feels when he/she accomplished the job and appreciated by the superiors. This research discusses the needs of employees that influence their job satisfaction and performance level in the workplace. Hence, it is important to understand why employees get satisfied and dissatisfied for the reason that he/she will also be uninterested in performing at his/her full potential in the workplace. The study used qualitative and quantitative method and data were obtained from 15 employees of Ajinomoto Philippines Corporation-Lucena Branch. This was selected for it is running successfully for years in all aspects. This study could provide the job satisfaction from the perspective of employees in the company, to show if it matters in the work performance and productivity in the company and to manifest if job satisfaction may contribute to the building of a loyal and committed workforce. A company can have productive employees if there is a strong relationship between the company and its employees. Results of this study indicate that there is a significant relationship between the factors of job satisfaction and performance level (working condition to diligence and professional approach and equipment to work attitude). The employees are satisfied the way they are being handled by the management all throughout the company's operation. As for the manager, he gave the employees a good rating in accordance to their job performance referring to their respective positions. However, the station manager must hire more helpers to avoid having overload of the task given to them.

Keywords: **job satisfaction, performance, job knowledge, productive, significant relationship**

INTRODUCTION

Employee satisfaction is a valuable factor to the success of any business. One way to determine whether employees are happy and contented in fulfilling their work is through employee job satisfaction measurement. If the performance matches the expectations and the employee is contented to what he/she receives, he/she is satisfied, and if there is no intrinsic motivation, the employee is dissatisfied. A high satisfaction implies improvement in effectiveness and performance in doing work or service. However, this action is more complicated than it appears. The major priority for every employer is to keep its employees satisfied with their careers throughout the time they spent at the company.

A productive job performance is often confused with the effort that refers to energy expended. It is the accomplishment of an employee or manager's assigned duties and outcomes produced on a specified job function or activity during a specified time period. An employee is considered as the heart of the company and his/her attitude can affect the direction of the business. Managing performance is done with the employees because it gave an advantage to the employees, manager and the organization. It is done in a collaborative way. Yearly performance evaluation in job satisfaction is one of the most formative ways to influence morale. It could justify reward decisions such as promotions, merits and other forms of rewards. This also allows both the supervisors and subordinates to develop a plan for correcting any deficiencies that appraisal might have reinforce and the feedback clarifies the employees job expectations held by their specific supervisors. Performance appraisal helps evaluate the individual share, relative to the team's contribution in achieving the organization's goal.

According to Maslow (1943), the basic need of an individual arises based from the Hierarchy of Needs that tend to move upward when the lower needs met. Each level becomes motivation for every employee. The need or a strong feeling

of having something is what keeps an individual motivated. According to Griffin and Moorhead (2012), "motivation is a set of forces that causes people to engage in one's behavior rather than some alternative behavior." The objective of each company is to motivate its employees to perform in different ways that will lead to the company's productivity.

In the organization, people tend to gain friendships that provide social interaction within the group. Communicating to the co-workers inside the organization helps an individual to perform a task given to them by sharing various ideas and opinions. Esteem needs to job title include choice offices, merit pay increases, awards and other forms of recognition. Lastly, the hardest to understand and the most difficult to satisfy is the self-actualization that is needed to a challenging job. Giving time and effort in working self-actualization can serve as the ultimate motivation for most people (Griffin and Moorhead, 2012).

The researchers intended to know the job satisfaction and performance level of the employees of Ajinomoto Philippines Corporation-Lucena branch. Determining the aspects that affect an employees' satisfaction is the major concern of this study. If the needs of the employees are properly provided, then there is a greater chance of maintaining good employees in the organization, efficient coordination between managers and subordinates and increase in the productivity regarding the products or output of the company. The result of this study would be considered to be the most important aspects to the employees in granting their pleasure, motivation and satisfaction in their work.

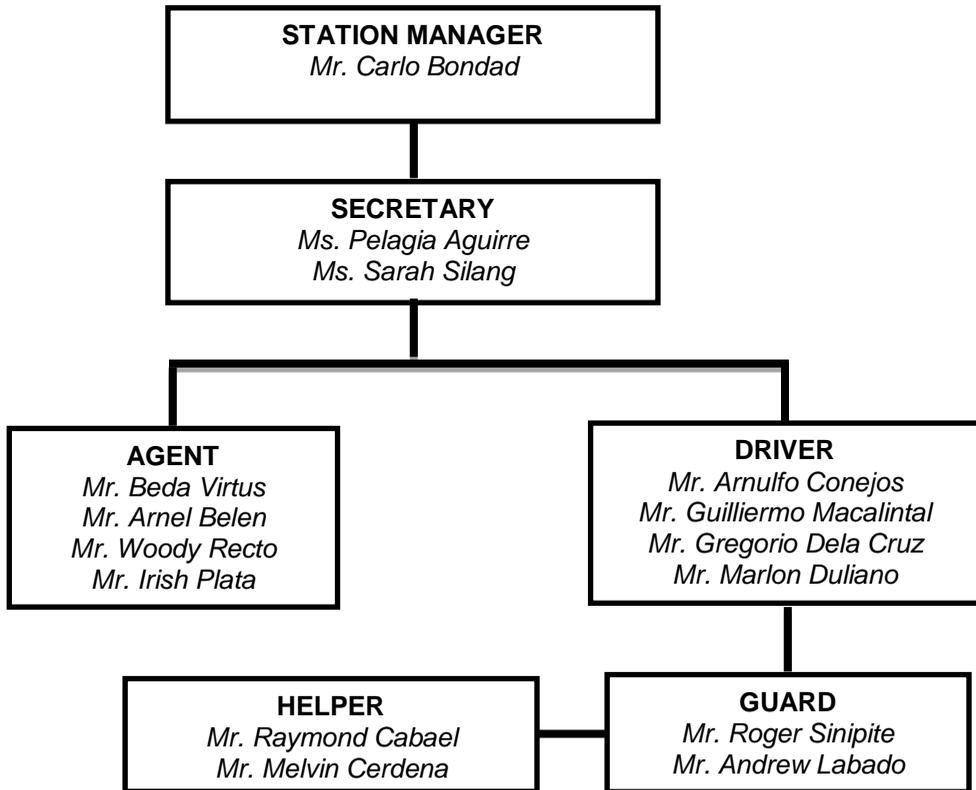


Figure 1. Organizational chart of Ajinomoto Philippines Corporation-Lucena Branch

Review of Related Literature and Studies

An effective research and study is based on past knowledge. This chapter presents and discusses previous studies, literatures and concepts which were found relevant to the present study.

Conceptual Literature

This section discusses the concepts on job satisfaction, factors that contribute to job satisfaction, background and uses of job satisfaction, strategies to improve job satisfaction, job performance and effects of job satisfaction on performance.

Job Satisfaction

Job satisfaction is simply how people feel about their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. It can also be a reflection of good treatment and an indicator of emotional well-being.

There are three aspects of job satisfaction. Values are aspects of a job satisfaction. These are connected to a person' consciously and unconsciously desires to obtain. People will be satisfied with their jobs as long as they perceive their jobs meet their important values. Ideas are considered as the second aspect of job satisfaction because it is important to know that different employees have different views in work because the same circumstances can produce different levels of jobs satisfaction. The perception is the third aspect of job satisfaction. Job satisfaction is not always based on objective and complete measurement of the situation. Each person compares the job satisfaction to his or her values, and people are likely to differ in what they perceive (Noe, et al., 2009).

Ways of Job Satisfaction Improvement

There are various ways to improve job satisfaction based on the primary causes of without having job satisfaction. When an employee is stuck in a job because of lack of education or a downturn in the economy, it does not mean his/her work has become toil. With the use of playful but logical minds, one can create new challenges and make the best of the job he/she has. To improve employee's job skills, he/she might see himself/herself as an excellent project manager, a confident communicator and a highly organized person. Motivation and self-control in a certain project is a must for a person to achieve his/her dream job. Start small, such as organizing a work-related celebration, before moving on

to larger goals. Once an employee become proficient in a certain job, he/she may find it becoming a routine. Helping a new co-worker advance his/her skills can restore the challenge and the satisfaction.

Next strategy to improve job satisfaction is to overcome the boredom. If the person's abilities becomes his/her routine, does not match his/her responsibilities or he/she runs out of things to do, the job turns to be boring. The first action point to overcome boredom is to break up the monotony. Do some interesting activities that are entertaining like reading, listening to good music or going for a walk to freshen up the day. Second is cross-training, the work consists of repetitive tasks such as entering data or working on an assembly line. Volunteering or talking with the superior about training for a different task to fight boredom.

Another strategy to improve job satisfaction is to inspire employees by the proper reward and compensation systems and management and environment style of the company. Appreciation, approval and attention are the three general rules for a boss empowering the people around. These three behaviors alone will make a boss a master of human interaction and will empower the people that surround him/her. On the other hand, one should be asking how satisfied the employees with their jobs are for the reason that a worker who is not satisfied with his/her job would not only be looking for a new job, he/she will also be uninterested in performing at his/her full potential and he/she will transfer this negativity into his/her fellow workers and one who will be left with a workforce where majority of the workers is discontented with their jobs.

The last strategy is to stay positive. Positivity can broaden the mind and open the heart, thus making more creative and open to new perspectives. A positive attitude can also boost critical thinking skills and ultimately help to see more possibilities, too. Conversely, negative emotions can limit one's thinking and narrow one's mindset. People who practice positivity are more apt to build new skills and social connections, acquire new knowledge and reach for bigger goals.

Over time, this can create an upward spiral of effectiveness and success (Sharma and Goel, 2012).

There are other factors to increase employee job satisfaction in the workplace. First is the consistent value. In the organization, maintaining core values is really important. It is to avoid misunderstandings between the employee and his/her employer, to peers and employee himself/herself. Core values, behavior and attitude may represent the company's credibility. Second is the long term focus. In here, employees do not mind going through difficult times when they believe there is a brighter future ahead. There is also local leadership. Leading and guiding a group is a responsibility of a leader. Giving an employee a chance to be a leader and a follower is a favorable experience. It helps them to differentiate the challenges. Fourth is continuous communication. Having good communication inside the workplace can make the stressful environment easy. There is also collaboration. Cooperation within the team or within the company is a must. Sharing and dividing the tasks is a good strategy to have a successful business and satisfied employee. Second to the last are the opportunities for development. Innovation is one of the factors needed to look up to in this modern technology. If an employee has the chance to have an opportunity for development, he/she has motivation to work more and participate in the industry. Lastly is speed and agility. Good decision making in a short period of time is a necessity in the organization. Updating the employees, regardless of demographic factors can be appreciated by the employees due to the organization's move in taking care of their employees (Folkman, 2013).

Causes of Job Satisfaction

Many researchers evaluate the causes of job satisfaction. Social relationships and psychological factors are the main causes of job satisfaction and productivity in employees (Robbins, 2002). According to an article in small business written by Linda Ray, money is not always the main cause of job satisfaction. There are several causes of job satisfaction in a workplace such as

culture, opportunities, job security, supervision and rewards. Employees will tend to be more motivated and satisfied at work when they receive incentives, use their talents, engage them in an exciting and challenging task and generate a friendly and relaxing environment.

Factors that affect job dissatisfaction

Job satisfaction and dissatisfaction not only depend on the nature of the job, it also depends on the expectation what the job supplies to an employee (Hussami, 2008).

Job satisfaction is concerned with several attitudes including attitudes about the job characteristics, compensation and benefits, status, social security, advancement opportunities, technological challenges and respect. The most widely used factors of job satisfaction are work, pay, promotion, supervision and coworkers.

The strongest tie between job satisfaction and behavior is found in the employee membership decision. If the evaluation is negative, employees tend to look elsewhere for employment when alternatives are available. When expectations of future security advancement are low, the organization does not compare favorably to alternative employment sources. When individuals experience strong negative affect and are consistently in a negative affect the state, they avoid coming to work (absenteeism) and look for ways to relieve themselves of this negative affective state by looking for other means of employment (negative reinforcement). Finding it as a relatively strong relationship between satisfaction and long-term membership and dissatisfaction and turnover and absenteeism is the conclusion.

As long as individuals remain satisfied in which to continue employment, they tend to do what is necessary to stay employed, that is, meet at least the minimum role expectations. Additionally, they engage in behaviors that maintain satisfying relationships with supervisors, subordinates and co-workers. A satisfied employee tends to be absent less often, make positive contributions and stay with

the organization. In contrast, a dissatisfied employee may be absent more often, may experience stress that disrupts coworkers and may be continually looking for another job (Griffin and Moorhead, 2012). As individuals become dissatisfied with their work, they tend to look for ways to reduce minimum requirements. In some cases, extreme dissatisfaction can lead to behaviors destructive to the organization. Highly dissatisfied employees can sabotage programs and services in an attempt to "get back" at the organization for its managers.

For extra role behavior to occur, there must be some source of motivation like contingent relationship between extra role behavior and either pay, positive social feedback, positive task feedback, or goal accomplishment. While high levels of satisfaction reinforces existing extra role behavior motivated by the inducement systems, satisfaction alone does not generate high levels of extra role behavior. Extra role behavior that is motivated by one inducement systems can be reduced when individuals become dissatisfied. Dissatisfied workers are unlikely to take on new responsibilities, job withdrawal or go out of their way to help fellow employees, or go beyond job requirements in an effort to help customers are clients. This is especially true when the source of dissatisfaction is with supervisors or peers. Increasing satisfaction is likely to increase membership, but will not generate extra role behavior unless some source of motivation is present (Scholl, 2003).

Job Design

Through job design, organizations or companies aim to improve productivity and performance by offering challenge, reducing repetitive or mechanistic elements and increasing responsibility levels through job design techniques: job enlargement, job enrichment, job rotation and other non-monetary means. Job design is the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the job, in terms of techniques, systems and procedures and on the relationships that should

exist between the worker and his superior subordinates and colleagues (Slack, Chambers and Johnston, 2010).

Job Performance

The relationship between job satisfaction and job performance was “management fad: and “illusory.” In fact, the job satisfaction is predictive of performance, and the relationship is even stronger for professional jobs.

People experiencing higher levels of job satisfaction tend to have higher levels of task performance, higher levels of citizenship behavior and lower levels of counterproductive behavior. Job satisfaction does influence job performance because it is somehow correlated with task performance. Satisfied employees do a better job of fulfilling the duties and tasks described in their job descriptions, and evidence implies that positive feelings improve creativity, problem solving and decision making and develop memory and recall of certain kinds of information. Aside from these varieties of findings, the benefits of job satisfaction for task performance might be explained on an hour-by-hour basis (Colquitt, et al., 2009).

Appraisal of job performance

It is important that members of the organization know exactly what is expected of them, and the yardsticks by which their performance and results will be measured. One way to review the performance and potential of staff is through a system of performance appraisal. An effective appraisal scheme is something that can identify an individual’s strengths and weaknesses and indicate how such strengths may best be utilized and weaknesses overcome (Kleiman, 2000).

Synthesis

Employees spend a major part of their lives at the workplace hence the factors related to job satisfaction, employees’ behavior and their implication are important to measure. Job satisfaction is an important variable to consider to improve job design and evaluate an organization’s success. In order for an organization to be productive, the employees’ concerns should be met. Questionnaires permit employers to determine employee job satisfaction.

Employers can then act on these results to meet employee needs. The various components that are considered to be vital to job satisfaction are pay, promotion, benefits, supervisor, co-workers, work conditions, communication, safety, productivity, and the work itself. One might think that pay is considered to be the most important component in job satisfaction while the others do not agree. Values, perceptions and ideas constitute job satisfaction. These variables are important because they all influence the way a person feels about his/her job. Employees are more concerned with working in an environment they enjoy and the desires that they want to obtain.

Performance appraisal primarily helps achieve the right administrative, organizational strategy, training and development and organizational feedback for the motivation of the employees and company. When the company or organizations do assess employee reactions to performance appraisal systems, employee dissatisfaction with the system is commonly reported. In particular, this current research is to give ideas to management and enhance the satisfaction of each and every employee in the company. This also aims to show if intrinsic and extrinsic factors might influence the relationship between performance appraisal satisfaction and work performance.

Theoretical Framework

Job satisfaction or employee satisfaction (also referred to as morale) is one of the most widely used variables in organizational behavior. It is an employee's attitudinal response to his/her organization. As an attitude, job satisfaction is summarized in the evaluative component and composed of cognitive, affective, behavioral components. The following sections summarize the cognitive and affective components of job satisfaction; their relationship to organizational inducements systems and their impact on performance and membership (Scholl, 2003).

The concept of job satisfaction and its meaning have frequently developed, expanded and spread out through the past decades. Recently, Hulin

and Judge (2003) defined the concept of job satisfaction as “job satisfaction includes multidimensional psychological responses to an individual’s job and that these personal responses have cognitive (evaluative), affective (or emotional) and behavioral components.”

Researchers define job satisfaction in many ways. Currently, job satisfaction is described as agreeable or favorable state of mind resulting from the evaluation of one’s job or job experience. Job satisfaction came from the idea that one’s job allows the fulfillment of individual’s essential job values, with the understanding that those values are coherent with one’s need. According to Griffin and Moorhead (2012), job satisfaction is the extent to which a person is gratified or fulfilled by his/her work. Kreitner and Kinicki (2006) defined job satisfaction as a global construct or as a constellation of different aspects to which the employee reacts affectively.

Conceptual Framework

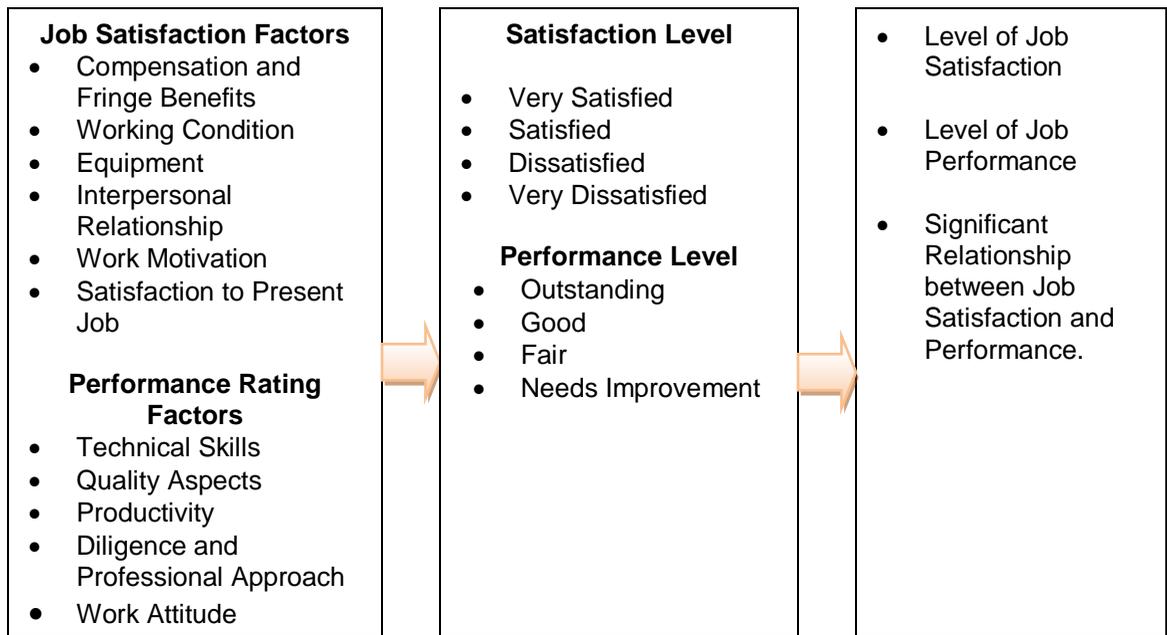


Figure 2. Paradigm of the study

This study is anchored on the premise that job satisfaction and performance level of the employees is affected favorably by the factors of the nature and expectations in the job. Job satisfaction represents the emotional feelings and thinking regarding the job of the employees. It provides employees with growth opportunities and sometimes even creating new positions to employ special talents. Job performance helps employees understand the expected scope, key responsibilities, required knowledge and skills and duties of the job. From this, the company and organizations will get the quality service that they want and need.

As shown in Figure 2, there are factors that refer to job satisfaction and performance rating. Job satisfaction such as compensation and fringe benefits,

working condition, equipment, interpersonal relationship work motivation, and satisfaction to present job are related and influences the job satisfaction and job performances. On the other hand, technical skills, quality aspects, productivity, diligence and professional approach and work attitude are the factors to be able to determine the performance level of the employees of Ajinomoto Philippines Corporation-Lucena Branch.

Statement of the Problem

This study purposely examines the relation of various factors contributing to the satisfaction of employees in the Ajinomoto Philippines Corporation-Lucena Branch.

Definitely, it will answer the following:

1. What is the level of job satisfaction among the employees of Ajinomoto Philippines Corporation with regards to:
 - a. Compensation and fringe benefits
 - b. Working condition
 - c. Equipment
 - d. Interpersonal relationship
 - e. Motivation
 - f. Satisfaction to present job?
2. What is the level of performance of the employees of Ajinomoto Philippines Corporation in terms of:
 - a. Technical skills
 - b. Quality aspects
 - c. Productivity
 - d. Diligence and professional approach
 - e. Work attitude?
3. Is there a significant relationship between job satisfaction and performance of employees of Ajinomoto Philippines Corporation?

RESEARCH METHODOLOGY

The purpose of this study is to examine the relationship of job satisfaction to the job performance of the employees of Ajinomoto Philippines Corporation-Lucena Branch.

The four purposes of this chapter are to: (1) describe the research methodology of this study; (2) explain the respondents of the study; (3) describe the procedure used in designing the tools and gathering the data; and (4) provide an explanation of the statistical treatment use to analyze the data.

Research Design

The descriptive method of research was used for this study. The purpose of descriptive research is to obtain a precise profile of the people, events or situations. Two types of data were gathered for this research. These include primary and secondary data. The primary data were derived from the answers the respondents provided during the survey and interview process. Moreover, the secondary data were acquired from published reports and literatures that were related to satisfaction questionnaire. This study took on the combined quantitative and qualitative approach of research with the use of the survey questionnaire, structured interview and published documents.

Quantitative data collection methods are focused on the degree of relationships between variables. It indicates very specific research problems and terms. When these methods are used, the researcher is usually removed from the study and the final output is context free. Measurement, numerical data and statistics are the major significance of quantitative instruments.

According to Robson (1993), the word 'survey' is commonly used to a research methodology designed to gather data from a particular population, or a sample from that population and commonly utilizes a questionnaire or an interview as the survey tool.

Surveys help to identify customer expectations, measure satisfaction levels and determine specific areas for improvement. Surveys also require selecting populations for inclusion, pre-testing instruments, determining delivery methods, ensuring validity and analyzing results. Sample surveys are an important tool for gathering and analyzing information from selected participants. They are generally known as a key tool for conducting and applying basic social science research methodology (Rossi et al, 1983). Scheuren (2004) indicates that an integral part of a well-designed survey is to “plan in” quality all along the way. One must devise ways to keep respondent mistakes and biases to a minimum.

Contrary to the quantitative method, according to Polgar and Thomas (1995), qualitative approach generates verbal information rather than numerical values. Instead of using statistical analysis, the qualitative approach utilizes content or comprehensive analysis; to explain and comprehend the research findings, inductive and not deductive reasoning is used. The use of qualitative data gathering method is advantageous as they are more open to changes and refinement of research ideas as the study progresses; this implies that qualitative data gathering tools are highly flexible.

For these reasons, the researchers chose a descriptive research methodology and designed a questionnaire survey tool and structured interview to know the relationship between job satisfaction and job performance regarding the employees Ajinomoto Philippines Corporation- Lucena Branch.

Research Locale

This study was conducted in Ajinomoto Philippines Corporation–Lucena Branch. It is located in Bocohan Road, Barangay Bocohan, Lucena City. This place was selected to know the efficiency of the said study among employees and for them to feel comfortable, satisfied and secured.

Respondents of the Study

The respondents of the study include 15 employees of Ajinomoto Philippines Corporation-Lucena Branch who have been working in the company for at least one year, wherein 10 of the proponents were regular employees and the remaining 5 were non-regular employees. These respondents were single and married with age ranging from 18 years of age and above.

Data Gathering Instrument

The researchers used quantitative and qualitative approach, survey-questionnaire and structured interview were used to collect data and analyze numerical data in accordance to the result of the survey. The study used combination of book-based and Internet-based questionnaire to gather data needed for the study the relationship of job satisfaction to the job performance of the employees of Ajinomoto Philippines Corporation-Lucena Branch. The draft of the questionnaire was presented to the Research adviser, Research teacher of Lyceum of the Philippines University-Laguna (LPU-Laguna) and to the company's manager.

The questionnaire was composed of three main sections: profile and survey proper. The profile contains the respondent's demographic profile such as age, gender, civil status, ranges of salary, the number of years they had served the company as well as their job status and assigned position. The survey questionnaire explored the job satisfaction rating in terms of compensation and fringe benefits, working condition, equipment, interpersonal relationship, motivation, and satisfaction with present job using a four-point Likert scale in connection to their responses.

Option	Verbal Interpretation	Range of Satisfaction
4	Very Satisfied	3.51 - 4.00
3	Satisfied	2.51 - 3.50
2	Dissatisfied	1.51 - 2.50
1	Very Dissatisfied	1.00 – 1.50

For the performance rating of employees of Ajinomoto Philippines Corporation, it was composed of technical skills, quality aspects, productivity, diligence and professional approach and the work attitude, also using a four point scale in connection to the manager's evaluation for each employee.

Option	Verbal Interpretation	Range of Performance
4	Outstanding	3.51- 4.00
3	Good	2.51- 3.50
2	Fair	1.51- 2.50
1	Needs Improvement	1.00-1.50

The researchers also conducted a structured interview. Part III of the research were the benefits, seminars attended, approaches to job design of the company, motivations of the employees, being trusted by the management, trust to employees and compensation-based system answered.

Statistical Treatment

The following statistical measures were employed to analyze the data:

1. Frequency and percent were used to describe the demographic profile of the employees of Ajinomoto Philippines Corporation-Lucena Branch.

Percent is a ratio that compares a number to 100.

$$P = \frac{F}{N}$$

Where:

P	=	Percent
F	=	Frequency
N	=	Total number of respondents

2. Weighted mean and rank were used to assess the level of job satisfaction of the respondents, the employees' feedback on the employees' satisfaction and the efficiency and effectiveness of the survey.

Weighted mean is a measurement of central tendency. It similar to arithmetic mean (the most common type of average), where instead of each of the data points contributing equally to the final average, some data points contribute more than others. The notion of weighted mean plays a role in descriptive statistics and also occurs in a more general form in several other areas mathematics.

$$WM = \frac{(fVS \times 4) + (fSS \times 3) + (fSD \times 2) + (fVD \times 1)}{N}$$

Where:

WM	=	Weighted Mean
fVS	=	Frequency of "Very Satisfied" responses
fSS	=	Frequency of "Satisfied" responses
fSD	=	Frequency of "Dissatisfied" responses
fVD	=	Frequency of "Very Dissatisfied" responses
N	=	Number of respondents

3. Likert Scale was used to determine how much the employees agree or disagree with the level of job satisfaction in Ajinomoto Philippines Corporation-Lucena Branch.

Likert Scale is an ordered, one-dimensional scale from which respondents choose one option that best aligns with their view. There are typically

between four and seven options. Five is very common. All options usually have labels, although sometimes only a few are offered and the others are implied. A common form is an assertion, with which the person may agree or disagree to varying degrees. In scoring, numbers are usually assigned to each option (such as 1 to 5).

4. The researchers utilized Statistical Package for Social Sciences (SPSS) in computing the correlation of job satisfaction and performance of the employees in the company.

Statistical Package for Social Sciences (SPSS) is statistical software produced by SPSS Inc. It is used by researchers from different field to gather results from the collected data. In the software, it includes descriptive statistics (cross tabulation, frequencies and others), bivariate statistics (means, t-test, ANOVA, correlation and nonparametric tests), prediction for numerical outcomes (linear regression) and prediction for identifying groups (factor analysis, cluster analysis and discriminant).

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter presents the gathered data which were tabulated and analyzed for the purpose of presenting data in clearer form, for finding solution and understanding the problem that is presented.

Demographic profile of the respondents

The following section provides an overview of the demographic factors of the respondents.

Table 1. Profile of the respondents in terms of gender

	Frequency	Percent
Male	13	87%
Female	2	13%
Total	15	100%

Table 1 indicates that there were 13 male respondents and two female respondents. In total, there are 15 respondents. As the table clearly shows, there is imbalance between male and female respondents. Generally, men are by far in the majority which might be attributed since Ajinomoto Philippines Corporation-Lucena Branch is more on delivery and they need more physical effort.

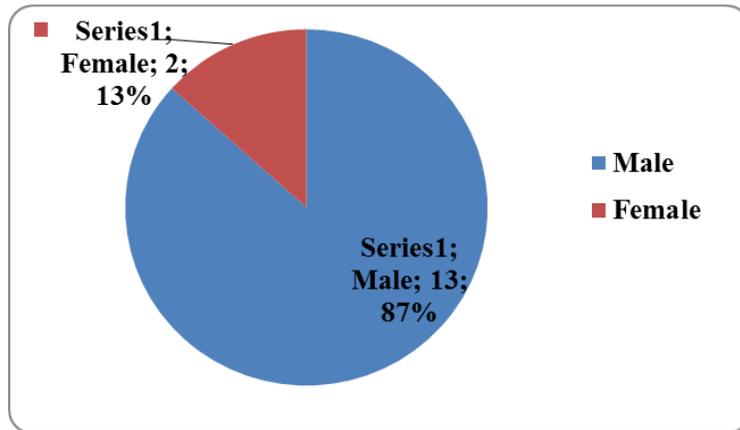


Figure 3. Graphical representation of the respondents' gender

Table 2. Profile of the respondents in terms of age

	Frequency	Percent
18- 41 years of age	4	27%
42 years of age and above	11	73%
Total	15	100%

Table 2 presents the age distribution of 15 respondents. Majority of the respondents were aged 42 years of age and above which is composed of 11 or 73 percent. There were only four respondents who belong to 18-41 years of age. It only refers that age bracket at Ajinomoto Philippines Corporation is distributed among various ages of young adult, middle aged employees and seasoned employee. Most of the respondents are matured enough to handle the job assigned to them since their records show that they have been employed in similar organizations.

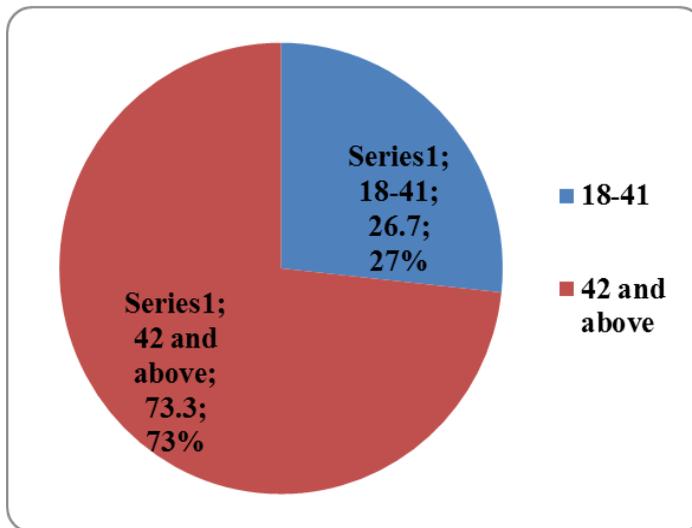


Figure 4. Graphical representation of the respondents' age

Table 3. Profile of the respondents in terms of civil status

	Frequency	Percent
Single	3	20%
Married	12	80%
Total	15	100%

The civil status of the 15 respondents is reflected in Table 3. Majority of the respondents were married (12) or 80 percent and three respondents were single. Employees of Ajinomoto are working for more than five years in Lucena branch and more than 21 years in the corporation due to the job rotation and job enlargement, majority of them got married while still under the management of Ajinomoto.

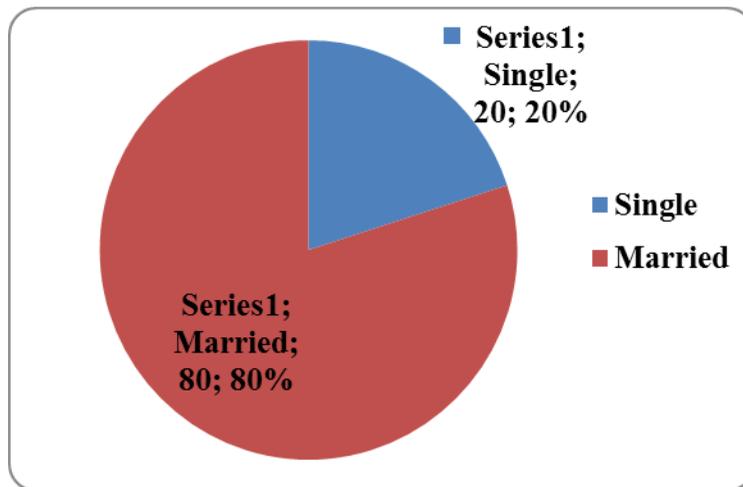


Figure 5. Graphical representation of the respondents' civil status

Table 4. Profile of the respondents in terms of length of stay

	Frequency	Percent
Less than 3 years	6	40%
3 years and above	9	60%
Total	15	100%

Table 4 shows that majority of the respondents have been with Ajinomoto Philippine Corporation-Lucena Branch for almost three years and above. Mostly, those respondents are regular while the young adults are non-regular. Since Ajinomoto Philippine Corporation-Lucena Branch was founded in 2008, most of the employees are secured and the management treated them well so they are encouraged to stay in the company for many years. The benefits and salaries are also part of the reasons why the employees chose to stay in the company. They received compensation for their hard work in the company. It can sustain their daily needs in their life.

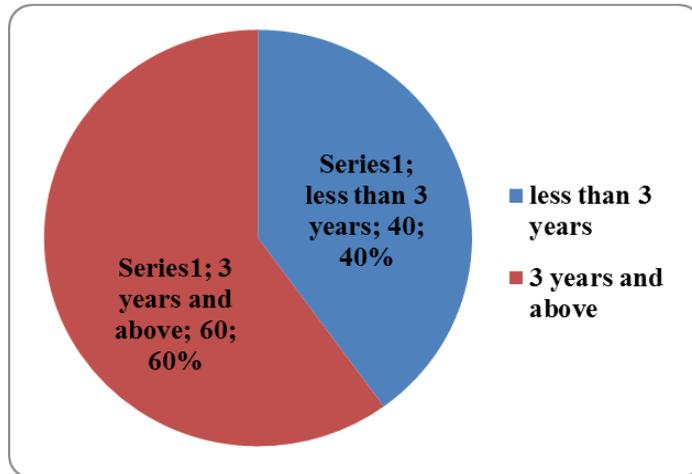


Figure 6. Graphical representation of the respondents' length of stay

Table 5. Profile of the respondents in terms of job status

	Frequency	Percent
Regular	10	67%
Non-Regular	5	33%
Total	15	100%

Table 5 presents the job status distribution of 15 respondents. There were 10 regular employees or 67 percent and five non-regular employees or 33 percent. Majority of the employees undergo the mandatory six months probationary period before regularization and that is the reason why non-regular employees is composed only of 33 percent.

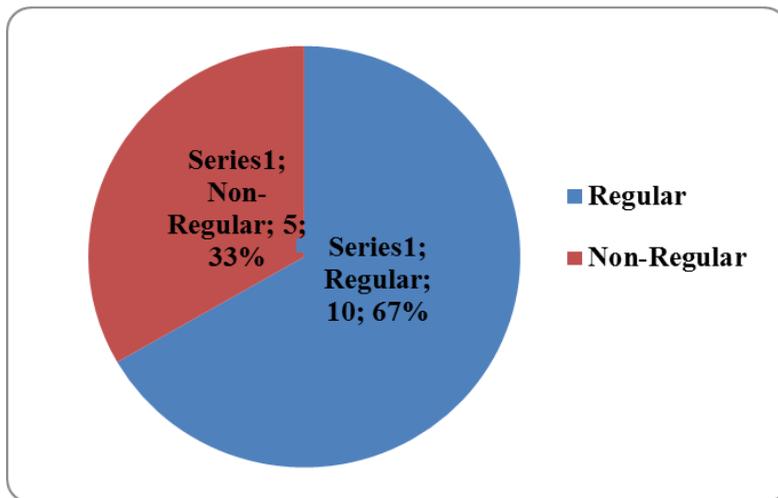


Figure 7. Graphical representation of the respondents' job status

Table 6. Profile of the respondents in terms of salary range

	Frequency	Percent
Below P10,000	5	33%
Above P 25,000	10	67%
Total	15	100%

The salary range of the 15 respondents is reflected in Table 6. There were 10 respondents or 67 percent receiving salary that range from \square 25,000 and above followed by those five respondents with salaries of below \square 10,000. Agreed-upon and regular compensation for employment that may be paid in any frequency but, in common practice, is paid on monthly and not on hourly, daily, weekly, or piece-work basis. An employee will be considered to be paid on a “salary basis” within the meaning of these regulations if the employee regularly receives each pay period on a weekly, or less frequent basis, a predetermined amount constituting all or part of the employee’s compensation, which amount is not subject to reduction because of variations in the quality or quantity of the work performed. Salary is typically determined by comparing market pay rates for people performing similar work in similar industries in the same region. Salary is also determined by leveling the pay rates and salary ranges established by an individual employer (Texas Workforce Commission Values, 2011).

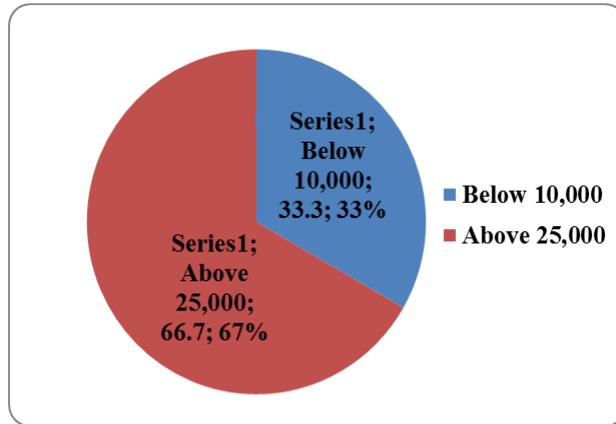


Figure 8. Graphical representation of the respondents' salary range

Table 7. Profile of the respondents in terms of job position

	Frequency	Percent
Manager	1	7%
Secretary	2	13%
Agent	4	27%
Helper	2	13%
Guard	2	13%
Driver	4	27%
Total	15	100%

Table 7 indicates that Ajinomoto Philippines Corporation-Lucena Branch has four agents; same with driver. There are two respondents each for secretary, helper, and guard; and one manager.

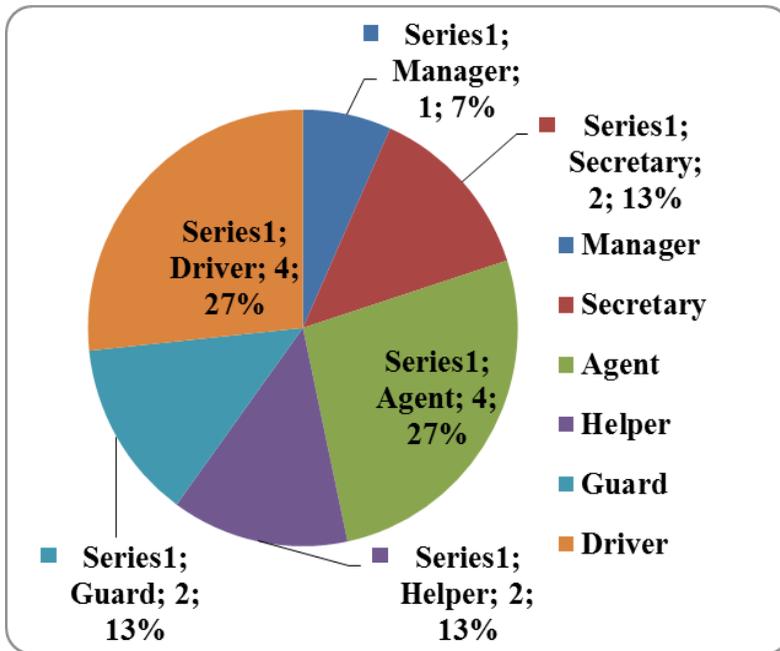


Figure 9. Graphical representation of the respondents' job position

Job satisfaction of the employees

The following section provides an overview of the satisfaction of the respondents.

Table 8. Satisfaction on compensation and fringe benefits

Variables	Weighted Mean	Verbal Interpretation	Rank
• Benefits.	3.67	Very satisfied	1.5
• Frequency and amount of bonuses.	3.67	Very satisfied	1.5
• Connection between pay and performance.	3.40	Satisfied	4
• Access to company-sponsored training and seminars.	3.47	Satisfied	3
Composite Mean	3.55	Very satisfied	

The data in Table 8 shows that the respondents are *very satisfied* (WM = 3.55) on compensation and fringe benefits that affects employees' satisfaction. Benefits and frequency and amount of bonuses got the highest (*very satisfied*) rating having 3.67 weighted mean among the four variables based on compensation and fringe benefits.

Compensation is one of the important factors that affect the satisfaction of the employees. If an employee feels that the salary given to him/her is not enough that is the time that he/she will change his amount of duty based on the salary he/she received. Benefits are considered an "extra" aside for having monthly salary. Benefits are non-financial form of compensation that serves as an addition to enrich the employees' lives. The respondents are happy to have various benefits given by the company. As the researchers interviewed the participants, the company provides sick leave, health care, one sack of rice monthly, gift check, SSS, Pag-ibig fund, 13th month, and bonuses to its employees.

Table 9. Satisfaction on working condition

Variables	Weighted Mean	Verbal Interpretation	Rank
• Workload	3.00	Satisfied	5
• Flexibility of work hours	3.07	Satisfied	4
• Physical working environment	3.27	Satisfied	1.5
• Job security	3.27	Satisfied	1.5
• Opportunity to work on interesting projects	3.13	Satisfied	3
Composite Mean	3.15	Satisfied	

The result in Table 9 is *satisfied* (WM = 3.20) based on working condition that affects employee's satisfaction. In this case, physical working environment and job security had the highest rating in the given variables having (WM = 3.47) under satisfied level. Job security is valuable to every employee. A worker should prove his/her worth that the company can keep him/her as long as he/she can, having outstanding performance than the others. As for physical working environment, it refers to the surroundings of the employees inside the company. To avoid an employee leaving the company, the company should maintain good working environment conditions that continuously affect the employee's satisfaction. According to Gregory Smith, "workers have become more important to their employers than their employers are to them." This statement says that in operating a business, employees are really important.

Table 10. Satisfaction on equipment

Variables	Weighted Mean	Verbal Interpretation	Rank
• Opportunity to use new technologies.	3.27	Satisfied	1
Composite Mean	3.27	Satisfied	

In the modern technology that everyone has now, each one should be familiar with the up-to-date technologies and equipment. The respondents are *satisfied* (WM = 3.27) in Table 10 when it comes to satisfaction of employees with regards to opportunity to use new technologies. All businesses have the responsibility in providing and stabilizing the equipment and technologies they

have. This is to avoid accidents that may cause serious events between the employees and employers.

Table 11. Satisfaction on interpersonal relationship

Variables	Weighted Mean	Verbal Interpretation	Rank
• Communication with your supervisor	3.40	Satisfied	3
• Recognition received from your supervisor	3.33	Satisfied	4.5
• Your supervisor's management capabilities	3.60	Very Satisfied	1
• Your supervisor's active involvement in your career development	3.27	Satisfied	6
• Your overall relationship with your supervision	3.33	Satisfied	4.5
• Your relationship with your peers	3.53	Very Satisfied	2
Composite Mean	3.41	Satisfied	

In Table 11, the data shows that employees are *satisfied* (WM = 3.41) with interpersonal relationship of an employee. Interpersonal relationship is the relation or connection of an employee towards others, specifically, to the employers and co-employees.

Spending most of the time with someone working inside the company should have relationship that one can talk and share same thoughts at given topic or situation. Having misunderstanding and confusions have direct effect on the company's organization. Conflicts arise when misunderstanding is not resolved immediately.

As for the respondents' responses, employees have good relationship with the management and to the other employees. The outcome of participants' perception in the management capabilities is *very satisfied* (WM = 3.60). Respondents are also *very satisfied* (WM = 3.53) when it comes to their relationship with peers. Also, they are *very satisfied* when it comes to feedback from the respondents. Maintaining good relationship will take positive communication to everyone.

Table 12. Job satisfaction on motivation at work

Variables	Weighted Mean	Verbal Interpretation	Rank
• I am passionate about my work.	3.27	Satisfied	5
• My supervisor/manager delegates important projects/tasks to me that significantly impact my department's overall success.	3.40	Satisfied	3
• I have mastered the skills necessary for my job.	3.67	Very Satisfied	1
• My supervisor/manager recognizes when I competently perform my job.	3.33	Satisfied	4
• Throughout the year, my department celebrates its progress toward achieving its goals.	3.13	Satisfied	6
• I regularly receive evidence/information about my progress toward achieving my overall performance goals.	3.47	Satisfied	2
Composite Mean	3.38	Satisfied	

Table 12 shows that the respondents are *satisfied* (WM = 3.38) in terms of motivation of work. A motivated employee drives better performance than the others. Motivation stimulates desire and interest of an employee to perform the best of the ability. Putting 100 percent effort on the job can give a better opportunity from the management of the company. Considering Abraham Maslow's Hierarchy of Needs, the five levels of needs provides best example for an employee to be motivated. Each level explains what is the most priority of an employee to work for. Receiving numerous recognitions from the management can be a motivation to an employee. Respondents are *very satisfied* (WM = 3.67) in the mastery of skills in relation to the job results. It means that each job in the company really fits the respondent's skills.

Table 13. Job satisfaction of the employees to their present job

Variables	Weighted Mean	Verbal Interpretation	Rank
• The way I am noticed when I do a job.	3.20	Satisfied	5
• The recognition I get for the work I do.	3.40	Satisfied	4
• My pay and the amount of work I do.	3.67	Very satisfied	1
• The way my boss handle employees.	3.47	Satisfied	3
• The way my boss take care of complaints brought to him/her employees.	3.60	Very satisfied	2
Composite Mean	3.37	Satisfied	

Table 13 shows that the employees are *satisfied* (WM = 3.37) to their present job. Respondents are *very satisfied* with the relation of pay and the amount of work that they do to the present job and also with the way of managing the complaints with the weighted mean of 3.67 and 3.50 respectively. Respondents are satisfied (WM= 3.47) with the way that the supervisor or boss handles the employees.

Satisfaction to present job is important. Working in the office or being physically present in the workplace does not mean that the employee is satisfied or happy with the current job. An employee should have connection to the job itself. The feeling of working happily inside and outside the workplace will result to an outstanding performance. It helps ease tardiness and absentism. It shows how the employee is persistent and dedicated to the work assigned to him/her (Barnes, 2013).

Table 14. Summary of the level of job satisfaction of employees

Level of Job Satisfaction	Composite Mean	Verbal Interpretation	Rank
• Compensation and Fringe Benefits	3.55	Very satisfied	1
• Working Condition	3.15	Satisfied	6
• Equipment	3.27	Satisfied	5
• Interpersonal Relationship	3.41	Satisfied	3
• Motivation	3.38	Satisfied	4
• Present Job	3.42	Satisfied	2
Total Weighted Mean	3.36	Satisfied	

Table 14 shows the summary of the respondents' level of job satisfaction. The table above shows that the respondents are *very satisfied* with compensation and fringe benefits (WM = 3.55) they received from the company. On the other hand, respondents are *satisfied* with their present job (WM = 3.42), interpersonal relationship (WM = 3.41), motivation at work (WM = 3.38), equipment (WM = 3.27) and working condition (WM = 3.15).

Ajinomoto Philippines Corporation maintains and continuously develop its relationship to the employees. Providing fair compensation and fringe benefits, stabilizing good working condition, allocating up-to-date technologies and equipment in the company, having good interpersonal relationship to everyone inside the workplace, considering various motivation of employees, and the feeling of an employee working towards his present job are the factors that a company should take into consideration.

Job performance of employees

Table 15. Level of job performance of employees

Level of Job Performance	Composite Mean	Verbal Interpretation	Rank
• Technical Skills	2.96	Good	4.5
• Quality	3.13	Good	2
• Productivity	3.12	Good	3
• Diligence and Professional Approach	2.96	Good	4.5
• Work Attitude	3.40	Good	1
Total Weighted Mean	3.11	Good	

Table 15 shows the job performance of the employees based on the company's given result. Level of performance got a total weighted mean of *good* (WM = 3.11). This measures the productivity and the excellence of work of the employees of Ajinomoto Philippines Corporation. Work attitude has the highest rating among the variables given in job performance interpreted as *good* (WM = 3.40).

respondents' willingness to learn new equipment inside the company even if there is only limited number of new equipment.

Benefits given to employees

In terms of benefits given to employees, the company is giving them various benefits that include company car for the station manager, allowances, sick leave, health care, one sack of rice monthly, gift check, SSS, Pag-ibig, 13th month, and bonuses. The respondents are overwhelmed to the benefits that they are receiving.

Ajinomoto provides company car for private purposes in connection to the business. The company is giving allowances every time employees have long routes to deliver the products and when they need to attend seminars. Offering sick leave and health care ensures a healthy workforce inside the organization. Another benefit received by the employees is 1 sack of rice. It is given every month, mostly, during the first week of the month.

Employee benefit serves as a tool to recruit and retain responsible employee inside the workplace. Also, it helps motivate the employees, enhance corporate loyalty towards the company and better development and improvement of job performance. By offering different benefits, these help boost employee morale within the organization. Understanding and finding out the needs of the employees in a company provides better relationship between the employees and the management of the company.

Therefore, it can be concluded when a company provides benefits to its employees, there is a greater chance that the employees will be more productive and motivated to work for the company.

In addition, the researchers also asked the station manager and employees the kind of compensation-based system the company is using. Ajinomoto Philippines Corporation is using both time-based and output-based system in operating the business. In the time-based system, numbers of hours are

measured, meanwhile, in output-based system; compensation is based on the amount or number of output produced. In Ajinomoto's case, it is the number of products that are delivered at a given time. Identifying the compensation-based system of their salary is needed to determine the awareness of the employees regarding this matter.

Types of job design in the company

In every business, job design is always present. Job design specifies the content and methods of jobs. In an organization's perspective, job design increases productivity and efficiency, it creates more effective work teams, improves talent management and strategic planning of the workplace. There are advantages for employees in regards to job design. Employees have greater chance of clarity of work role. It focuses on the job that fits an employee's skills and ability in dealing to future needs. It involves better career pathways that concentrate on the employee's career objectives. Lastly, it increases job satisfaction in the company.

Ajinomoto Philippines Corporation is using job enlargement and job rotation. According to the station manager of the company, using job enlargement helps broaden the knowledge of the employees in different aspects of work and provide the chance to be promoted. Job enlargement enlarges the job executed by the employees to add more details and to work on a larger portion of the total task (Carpenter, Bauer, Erdogan, 2014). According to one of the agents, in their job, they are using job rotation that is to have replacement when the other one is absent. In short, when someone is absent, he/she will have a replacement so as work will go on. Moving the employees at regular intervals from one work to another work is job rotation (Carpenter, Bauer, Erdogan, 2014).

Perception of employees on seminars attended and performance

The purpose of management training and seminars is to educate the workers to develop confidence in the competitive world and knowledge in strategic decision. Seminars and teambuilding increase teamwork in the organization. Learning together makes the employees gain ideas pertaining to the mission and vision of the company. Sending the company management and employees in different seminars and training builds trust within the employees. A company believes that the employees have a place in the future in the company, that they will give a lot of contribution to the company's success.

Ajinomoto Philippines Corporation-Lucena Branch is sending its employees to seminars and teambuilding activities according to the job position they have. The regular employees of the company are the ones who have the chance to attend seminars. The respondents cite some of the seminars they attended that really helped them improve their skills and performances. As for the station manager, all the seminars he attended were all about market, sales, quota, accounting and others. Also, according to the secretary, from the seminar, she learned how to perform her duties and responsibilities as the secretary of the company. Agents added that they learned proper monitoring of the stocks and ways to get annual target sales from the seminars. As for the drivers of the company, they learned driving system from the seminars.

Seminars help develop individual's personality, skills and specialized abilities. Seminars also provide valuable knowledge in handling and dealing various challenges. Management trainings and seminars develop significant skills of managers and employees that will eventually lead to the company's achievement of success.

The essence of seminars and teambuilding is to increase teamwork, boost morale within the organization, promote practices in the workplace and accelerate productivity in applying all the significant elements of the said activity.

The more the employees and management are educated, the more the performance will effectively give contribution to the company.

Motivations of the employees (aside from the company-sponsored motivations and trust within the workplace)

Motivation refers to the desire of an individual to exert effort in doing anything he/she is capable of. Motivation is not only about money, compensation or salary. Taking consideration on personal motivation can help the company know what kind of strategy needed to increase motivated workforce. In this study, Ajinomoto employees stated that their motivations are their families especially their children to finish school and to gain stable job. Results show that 10 of the employees answered that their motivations are their families; this is because 11 of them were married. Another answer from two respondents is to be able to finish their children's schooling while the remaining three respondents answered that their children is their motivation, to have a stable job and to live prosperously. The said motivations considered key factors that help the employees to be productive. Everyone has this kind of motivation to really give 101 percent of their effort to find and obtain job and to provide better loving to their families. The feeling of being motivated is like a powerful man that can do anything in an instance.

Workers want to contribute their full potential in the company. Another key factor is by giving recognition to employees for their outstanding performance within a period of time. This is intended because the management would like to recognize its employees and so that they will be motivated to continuously accomplish actions and task assigned to them. At the same time, when employees trust the management, it will provide positive feedback in operating the business.

There is also trust between the management and the employees. The feeling of being trusted by the company is also a source of motivation. It helps the workforce to feel that they are part of the team or a family. With the creativity,

cooperation and trust, performance of the workforce will increase that leads to the success of the company.

Ajinomoto employees also added that they were motivated by the company by asking them to take care of things, by assigning them to work on other department or field and by giving them considerations in listening to the suggestions and comments. All of them said that they feel that they are trusted by the company and the station manager trusts the employees. Hence, it clearly shows that the company trusts its employees.

CONCLUSIONS

Based on the results, the researchers have arrived to the following conclusions:

1. Employees of Ajinomoto Philippines Corporation are *satisfied* on the way they were being handled by the management. Respondents were *satisfied* on working condition, equipment, interpersonal relationship, motivation, and present job.
2. Majority of the employees were given *good rating* by the station manager in their job performance.
3. There is no significant relationship between job satisfaction and performance of Ajinomoto employees. Majority of the employees are working in the company for more than five years and above; therefore, they are happy with their supervisors, co-workers and are family oriented.

RECOMMENDATIONS

Based on the conclusions, below are the recommendations:

1. It is recommended that the company hold annual family night gathering. This can be done to recognize employees' achievement in

their job. Sports fest is also recommended because it will enhance employees' bonding and teamwork so as they will be able to establish "family culture." Family orientedness is important because most of the employees live in other cities and so, it will help boost and enhance employees' team spirit and establish commitment with the company. Majority of the respondents are working for five to 10 years already so the company is their second family. Although employees are satisfied with their present job, they are looking for new activities that can relieve their stress and can make them more motivated to work. It is also practical and more appropriate because the company only have few employees and it will not take much of their time specially when their type of job is production and distribution.

2. It is also recommended that the company should provide employee development program especially for the drivers and helpers. Seminars on sales management, personal selling and other marketing related topics are also recommended for these will help enhance their career. Also, it is recommended that seminars be done half day quarterly.
3. Future researchers may also do similar study using other variables not mentioned in this study.

REFERENCES

- Barnes, H. (2013). *Are You Here? The Importance of Being Present in Your Job and Job Search*. Retrieved September 20, 2014 from <http://www.hb.org/are-you-herethe-importance-of-being-here-in-yourjob-and-job-search/#sthash.yLncXREf.dpuf>

- Barriball, K., Lu H., & While, A. (2005). *Job satisfaction and its related factors: A questionnaire survey of hospital nurses in Mainland China*. Retrieved August 8, 2014 from [http://www.journalofnursingstudies.com/article/S00207489\(06\)002239/abstract](http://www.journalofnursingstudies.com/article/S00207489(06)002239/abstract)
- Bradley and Brian, 2003. *Job Satisfaction*. Retrieved from <http://www.americasjobexchange.com/employer/employer-articles/employee-motivation>
- Carpenter, M., Bauer, T., & Erdogan, B. (2014). *Principles of Management And Organization Behavior v.1.0.1*. Retrieved September 30, 2014 from http://catalog.flatworldknowledge.com/bookhub/2199?e=bauerch06_s01
- Colquitt, J., LePine, J., & Wesson, M. (2009). *Organizational Behavior*
- Dalal, R., Hulin, C. L., & Judge, T. A. (1993). *Job satisfaction and Job Effect*
- Folkman, J.(2013). *Seven Ways To Increase Employee Satisfaction Without Giving A Raise*. Retrieved August 8, 2014 from <http://www.forbes.com/sites/joefolkman/2013/11/27/seven-ways-to-increaseemployee-satisfaction-without-giving-a-raise/>
- Gerhart, B., Hollenbeck, J., Noe, R., & Wright, P. (2009). *Fundamentals of Human Resource Management* (3rd Edition)
- Griffin, R. & Moorhead G. (2012). *Human Behavior in Organization* (2nd Edition). Prentice Hall; 2 edition
- Hussami, 2008. Job Performance. Retrieved from http://www.businessknowledgesource.com/blog/benefitsof_business_management_training_and_seminars_025636.html
- Judge, T. & Robbins, S. (2009). *Organizational Behavior* (13th Edition)
- Kinicki, A. &Kreitner, R. (2006). *Organizational Behavior: Key concepts, skills and best practices* (4th Edition)
- Leary (1995). *Job Design*. Retrieved from <http://www.pscapabilities.nsw.gov.au/managers/job-design-description/whyis-jobdesign-important/>

- Ray, L. & Media, D. *What Are the Causes of Job Satisfaction in the Workplace?*. Retrieved August 8, 2014 from <http://smallbusiness.chron.com/causes-jobsatisfaction-workplace-21851.html>
- Scheuren (2004). *Organizational Behaviour*. Retrieved from <https://www.boundless.com/management/textbooks/boundless-managementtextbook/organizational-behavior-5/drivers-of-behavior-44/defining-jobsatisfaction-2317247/>
- Sharma and Goel, 2012. *Strategy of Job Satisfaction*. Retrieved from <http://www.citehr.com/15086-factors-affecting-job-satisfaction-loss-pay.html>
- HRM (2013). *Employee Job Satisfaction and Engagement: The Road to Economic Recovery*
- Smith, G. *Work Environment More Important to Employees*. Retrieved September 19, 2014 from <http://www.businessknowhow.com/manage/workenv.htsource> casual analysis.
- Spector, P.E. (1997). Job Satisfaction. In: Application, Assessment Causes and Consequences.
- Stevenson, W. & Sum C. (2010). *Operations Management* (9th Edition)