

QUALITY OF WORK LIFE OF EMPLOYEES OF JETBEST ANIMAL NUTRITION AND HEALTH CARE INCORPORATED: BASIS FOR CONTINUOUS IMPROVEMENT

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ABSTRACT

This study determines the quality of work life of employees of Jetbest Animal Nutrition and Health Care Incorporated. Quality of work life is a growing trend in the organization that when offered, trims down attrition intentions and improves job experience of employees. The results were used as basis of the proposed programs for continuous improvement in the context of Investors in People Standard Framework. The descriptive method of research was utilized with 100 percent of employees as respondents. Data was tallied, tabulated, encoded, and analyzed accordingly using Frequency Distribution and Percent Method, Weighted Mean, Pearson's R and Cronbach's Alpha. Significant results revealed that employees have a satisfactory Quality of Work Life. This signifies that the company's attrition rate of 9.71 percent for two quarters of year 2014 is acceptable in comparison with the industry's acceptable attrition rate of below 15 percent annually. Further, the company ensures that the job and the work environment are structured to meet the needs of employees by giving priority to a healthy balance between work life and home life. Employees' perception of control at work is linked to the opportunity to be involved in decisions that affect members of the company. They are motivated beyond the stress they experience since they are provided with what they need to carry out their jobs more efficiently and effectively, opportunity to use their abilities at their work and develop new skills for learning. They are able to communicate their feelings and ideas to their immediate supervisors and the effectiveness of leadership in the organization motivates and inspires them at work. As such, employees are to stay longer in the organization if duly engaged, as well as open communication channels that create a flexible and healthy work life balance.

Keywords: *Quality of Work Life, Continuous Improvement, Management, Human Resources, Investors in People Standard Framework*

Key words: *Quality of Work Like Balance, Jetbest animal Nutrition, Investors in People*

INTRODUCTION

There is a growing debate on the effects of the number of hours people spend in their workplaces and its impact to the well-being of workers, particularly women. Furthermore, other factors that impact the most staff trying to balance work and life include: required hours of work, lack of flexibility in being able to alter working hours, time off or leave arrangements, a lack of access to suitable childcare arrangements, and undue stresses and tensions in the workplace which make working life more difficult and/or even unpleasant (Australia Department of Health, 2006).

According to Caan (2014), investing in people is integral to business. When employees are empowered, this means increased productivity and profitability. The Investors in People (IIP) Standard is a globally recognized framework that helps organizations turn the aforementioned rhetoric into a reality. IIP is a standard of good practice in developing people intended to be achievable by all organizations. The underlying philosophy of IIP is developing people's contribution to the goals of the organization, benefits the people themselves, their organizations and people outside the organization. Accordingly, it enables individuals to realize more of their potential, organizations to create more wealth through increased productivity and society as a whole to enjoy a higher standard of living (Greener & Bourner, 2005). Consequently, it is best for companies striving for quality and continuous improvement to pattern their organizational programs to the IIP Framework.

The phenomena of high employee attrition is evident within Jetbest Animal Nutrition and Health Care Incorporated, a manufacturing and distributing company of feed and animal health founded in 1983 in Lipa City, Batangas, Philippines. Based on the data supplied by the Human Resource Department of the company, they are currently experiencing attrition rate of 9.71 percent (rate for 1st quarter of 2014: January – 2.04 percent, February – 0.99 percent, March –

0.98 percent; rate for 2nd quarter of 2014: April – 2.00 percent, May – 5.05 percent, June – 0.97 percent) which has been quite alarming since employees are considered to be one of the most valuable assets of any given company or institution. Therefore, retaining good and valuable workforce vis-à-vis QWL remains a challenge for many organizations.

Thus, to address these challenges, the research determines the quality of work life of employees of Jetbest Animal Nutrition and Health Care, Incorporated as basis for continuous improvement.

Literature Review

Quality of Work Life

According to Ivancevich (2010), Quality of Work Life (QWL) is a general concept referring to several aspects of the job experience such as management and supervisory style, freedom and autonomy to make decisions on the job, and satisfactory physical surroundings among others.

Casico (2010) posited that there are two ways of defining Quality of Work Life (QWL). First is that QWL equates with a set of objective organizational conditions and practices. Second is that QWL equates with employees' perception that they are safe and relatively satisfied, have reasonable work-life balance, and are able to grow and develop as human beings.

Bagtasos (2011), on the other hand, coined QWL as determined by the desired favorable interaction between and among: the worker, as an individual person, member of a group, and being part of the organization; job content, what the worker does; and job context, the condition or environment within which the worker does his job.

According to Noor and Abdullah (2012), organizations that promotes QWL, stands the chance of having high employee commitment, less stress and

ultimately opportunity for growth and better participation of employees. For Griffin and Moorhead (2012), many things can cause stress. The two broad categories are organizational stressors and life stressors.

In relation to keeping valuable employees, Manhertz (2008) identified factors that affect employees' retention in the organization. These are offering competitive salary, benefits and incentives packages; ensuring employee recognition for a job well done; offering career development opportunities; and ensuring a healthy work-life balance and allow flexibility.

Objectives of the study

This study determines the Quality of Work Life of employees of Jetbest Animal Nutrition and Health Care, Incorporated as basis for continuous improvement. More specifically, the study aimed to: Describe the socio-demographic profile of the respondents; Determine the Quality of Work Life of employees under the following dimensions - Home-Work Interface (HWI), General Well-Being (GWB), Control at Work (CAW), Stress at Work (SAW), Working Conditions (WCS), Job and Career Satisfaction (JCS), Organizational Communication (OCS), Organizational Leadership (OLS); Determine the factors contributory to employees retention; and Propose a program for continuous improvement in the context of Investors in People (IiP) Framework.

Hypotheses

1. There is no significant relationship between the demographic profile of the respondents and the dimensions of Quality of Work Life.
2. There is no significant relationship between the demographic profile of the respondents and the Overall Quality of Working Life.

3. There is no significant relationship between the demographic profile of the respondents and the factors contributing to employees' retention.

METHODOLOGY

Research Design

The descriptive method of research was used. Meng (2012) posited that descriptive research is also used to describe and elaborate the characteristics of a phenomenon.

Research Locale

The study was conducted at Jetbest Animal Nutrition and Health Care, Incorporated, a company that is into sales and manufacturing of feeds and animal health products, located on National Road, Barangay Marawoy, Lipa City, Batangas, Philippines.

Participants of the Study

Participants of the study are employees of Jetbest. Based on the data supplied by the Human Resource Department of Jetbest Animal Nutrition and Health Care Incorporated in Barangay Marawoy, Lipa City, Batangas, there were 96 filled-up positions across 26 departments in the organization. With this, the researchers used the total population of 96 employees, having the 100 percent of the entire population, as part of the study.

Data Gathering Tool

The researchers used two main data gathering instruments: A standardized questionnaire on the personal information of the respondents patterned after the Biographical Information Scale of the Work-Related Quality of Life (WRQoL) Scale. This includes variables gender, age, civil status, educational attainment, nature of work, job status, length of service, and salary; and A standardized questionnaire patterned from the Work-Related Quality of Life (WRQoL) Scale developed by psychologists at the University of Portsmouth, in United Kingdom with six dimensions to underpin people's Quality of Work Life (QWL). In addition to the 6 dimensions, Organizational Communication (OCS) and Organizational Leadership (OLS) were added.

Data Gathering Procedure

The researchers sought the assistance of the Human Resources Director of Jetbest Animal Nutrition and Health Care Incorporated for the distribution of the questionnaire to the employees. After three weeks, about 72 questionnaires or 75 percent were retrieved. Only 54 questionnaires of the total questionnaires retrieved (about 56 percent in terms of the total population) were properly filled. While the other 18 questionnaires retrieved were not completely filled out, thus, were excluded in the study.

Data Analysis

The gathered data were tallied, tabulated, encoded, and analyzed accordingly using the following statistical methods/tools: Frequency Distribution, Percent Method and Weighted Mean, Percent Agreement (based on a four-point

Likert Scale), Pearson's R, and Cronbach's Alpha. Negatively phrased items in the questionnaires were reversely scored.

RESULTS AND DISCUSSION

Socio-demographic Profile of the Respondents

The profile revealed that majority are male 65 percent, ages between 21 – 30 years 44 percent, college graduates 76 percent, married 56 percent, rank 28 percent, 28 percent of the employees are between four to six years in the company, regular job status 81 percent and in terms of salary, majority are paid between ₱10,000 – ₱14,000, 54 percent.

According to Fisher cited in Mahal (2009), there are mainly three levels of motivation: intrinsic satisfaction (the employees' natural interest), extrinsic motivation (the future rewards such as enhanced employment prospects), and the combination of satisfaction and reward (success in the task). True motivation he further posited, is born in the later.

Quality of Work Life of Employees

Table 1. Summary of quality of work life dimensions

Dimensions of Quality of Work Life	Composite Mean	% Agreement (Based on a Four-Point Likert Scale)
Home-Work Interface (HWI)	3.01	75%
General Well-Being (GWB) and Control at Work (CAW)	2.90	73%
Stress at Work (SAW)	2.71	68%
Working Conditions (WCS)	2.97	74%
Job and Career Satisfaction	3.10	78%
Organizational Communication (OCS)	3.03	76%
Organizational Leadership (OLS)	3.20	80%
Grand Mean	3.00	75%

Table 1 is a summary of QWL dimensions of employees of Jetbest Animal Nutrition and Health Care, Incorporated based on the dimensions presented as

Home-Work Interface (CM=3.01), General Well-Being and Control at Work (CM=2.90), Stress at Work (CM=2.71), Working Conditions (CM=2.97), Job and Career Satisfaction (CM=3.10), Organizational Communication (CM=3.03) and Organizational Leadership (CM=3.20).

The result shows that 75 percent of the respondents agree that they are satisfied and have a favorable QWL inside the company. This signifies that the company develops a work environment that is splendid for people as well as for the economic health of the organization. Further, this also mean that the company ensures that the job and work environment are structured to meet as many employees' needs as possible. As such, this implies that the company's attrition rate of 9.71 percent for two quarters of year 2014 is acceptable in comparison with the industry's acceptable attrition rate based on Eric Siu's article, *What Churn Rate is Acceptable and How to Reduce Churn*, that a rate above 10 percent or 15 percent annually is not acceptable. Moreover, according to Bernadette Kenny of Forbes Magazine, any rate below 15 percent annually for both turnover and attrition rate, is considered healthy and no cause for alarm.

However, in comparison with the company's target attrition rate of five percent for 2015, an improvement is needed. Thus, the researchers suggest that the company may align their employee programs in the context of Investors in People (IiP) Framework, the standard of good practice in people management.

Table 2. Relationship between socio-demographic profile and QWL (Q65, HWI, GWB&CAW, SAW, WCS)

	Q65	HWI	GWB & CAW	SAW	WCS	JCS	OCS	OLS
Gender								
r-value	-0.182	0.002	0.108	0.067	-0.134	-0.101	-0.049	0.107
p-value	0.188	0.989	0.437	0.63	0.335	0.468	0.727	0.439
Age								
r-value	-0.201	-0.128	-0.161	-0.008	-0.087	-0.237	-0.181	-0.1
p-value	0.145	0.355	0.244	0.953	0.532	0.084	0.191	0.473
Civil Status								
r-value	0.041	-0.062	0.105	0.069	0.113	0.245	0.186	0.085
p-value	0.768	0.657	0.448	0.62	0.417	0.074	0.177	0.542
Educational Attainment								
r-value	-.327*	-0.02	0.248	0.145	-0.092	-0.107	-0.179	-0.01
p-value	0.016	0.886	0.07	0.295	0.51	0.44	0.196	0.943
Nature of Work								
r-value	0.195	0.136	-0.138	-0.043	0.108	0.057	0.117	0.041
p-value	0.158	0.327	0.319	0.758	0.437	0.681	0.398	0.767
Job Status								
r-value	.330*	0.105	0.068	0.04	-0.01	0.17	0.019	0.062
p-value	0.015	0.449	0.627	0.773	0.942	0.219	0.893	0.658
Length of Service								
r-value	0.029	-0.062	0.029	0.069	0.153	0.093		-0.073
p-value	0.834	0.658	0.835	0.621	0.27	0.502	0.903	0.598
Salary								
r-value	0.136	0.095	-0.266	-0.068	0.014	-0.03	0.109	-0.051
p-value	0.325	0.495	0.052	0.626	0.918	0.829	0.432	0.716

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 2 presents the correlation between the demographic profile and QWL using Pearson's R. Furthermore, there is no significant relationship between the socio-demographic profile of respondents and the 8 dimensions of Quality of Work Life namely, HWI, GWB, CAW, SAW, WCS, JCS, OCS and OLS. Thus, the hypothesis of no significant relationship between the demographic profile and the dimensions of QWL is accepted. However, a significant relationship between the socio-demographic profile and the Overall Quality of Working Life is seen, thus the hypothesis that there is no significant relationship between the demographic

profile and Overall Quality of Working Life is rejected. Educational attainment has a negative correlation ($r\text{-value} = -.327^*$) with the Overall Quality of Working Life (Q65) indicating a p-value of 0.016. The findings revealed that high school graduates are easily pleased with their Quality of Work Life, in contrast with employees' with higher educational attainment as such, they become moderate or difficult to be pleased as they strive for continuous improvement. On the other hand, Job status has a positive correlation ($r\text{-value} = .330^*$) with the Overall Quality of Working Life (Q65) indicating a p-value of 0.015. This implies that when employees become regular in the company, their satisfaction with their QWL tends to increase.

Factors Contributory to Employees' Retention

Table 3 shows the factors contributing to employees' retention in terms of: Offering Competitive Salary, Benefits and Incentives packages; Ensuring Employees are recognized for a Job Well Done; Offering Career Development Opportunities; Ensuring a Healthy Work Life Balance and Allow Flexibility; Creating Employee Engagement Plans to Ensure Open Communication Channels.

Table 3. Factors Contributory to Employees' Retention

	Weighted Mean	% Agreement (Based on a Four-Point Likert Scale)
1. My employer offers competitive salary, benefits and incentives packages.	2.59	65%
2. My employer ensures employees are recognized for a job well done.	2.94	74%
3. My employer offers career development opportunities.	2.94	74%
4. My employer ensures a healthy work life balance and allows flexibility.	2.98	75%
5. My employer creates employee engagement plans to ensure open communication channels.	3.00	75%
Composite Mean	2.89	72%

As seen in Table 3, there are several factors contributing to employees' retention in the company. Seventy-two percent ($CM=2.89$) of the respondents agree on their overall assessment on the factors contributing to their retention in the company are being met and provided by the company. Further, in terms of individual scores, 75 percent ($WM=3.00$ and 2.98 , respectively) said that their employer creates employee engagement plans to ensure open communication channels; and ensures a healthy work life balance and allow flexibility. It is also not surprising that only 65 percent ($WM=2.59$) said that their employer offers competitive salary, benefits and incentives packages because normally this type of question always receive a low rating.

According to the study by Manhertz (2008), the three factors that cause the greatest employee turnover in the organizations surveyed, revealed that employee attrition is largely a result of: insufficient compensation and benefits; lack of growth and development opportunities; and contributions not being appreciated by management. Secondary factors cited as affecting employee turnover include skills not being a good match for the position, personal factors and unfair treatment. Moreover, he posited that a negative impact on any of these factors can devastate an organization. Employee morale is a key to productivity and output. Community relations-or the perception of social responsibility in the

marketplace is critical to positive publicity and exposure. Further, knowledge transfer/management, production quality and employee relationships all contribute to the final factor on the list: the company's financial performance.

In determining if there is a significant relationship between the socio-demographic profile of the respondents and the factors contributory to employees' retention, the researchers used Pearson's R. It revealed that there is no significant relationship between the socio-demographic profile of the respondents and the five factors identified that contribute to their retention in the company. Thus, the hypothesis of no significant relationship between the demographic profile and the factors contributing to employees' retention is accepted.

Programs for Innovative Management

The researchers used the Investors in People (IiP) Standard Framework in proposing programs because research has shown that it is one of the best frameworks in recent times for people management.

The fact cannot be denied that when people are empowered and involved in decision making, it leads to a greater productivity, growth, sense of ownership, positive working environment, recognition and development, good quality training, improved job satisfaction, better communication and continuous improvement (Cardiff.ac.uk, n.d.).

As earlier stated, continuous improvement is more than just a generic term that expresses the ideal ways of striving to do better. Instead, continuous improvement is an actual strategy that high-performing organizations use to make "doing better" a real, tangible part of the way the organization operates (SportingPulse.com, 2010).

Thus, organization such as Jetbest Animal Nutrition and Health Care Incorporated may adopt the underlying philosophy of IiP which is basically focused on developing employees towards a better appreciation of their potentials

in the creation of wealth for the organization through increased productivity (Greener & Bourner, 2005).

Programs presented below are benchmarked from organizations: Lyceum of the Philippines-Laguna (Investors in People Silver Awardee, 2014); Iredell-Statesville Schools (Malcolm Baldrige National Quality Awardee, 2008); Jenks Public Schools (Malcom Baldrige National Quality Awardee, 2005)

Table 4. Proposed programs for business strategy

BUSINESS STRATEGY			
01	A strategy for improving the performance of the organization is clearly defined and understood.		
	EVIDENCE REQUIREMENTS	% AGREEMENT	PROPOSED PROGRAM
People			
1. People who are members of representative groups can confirm that top managers make sure there are constructive relationships with the groups and they are consulted when developing the organization's business plan.		75% (WM=3.00)	<ul style="list-style-type: none"> • "Town Hall" Meetings – The following are high employee involvement practices to encourage a greater level of trust and communication in the workforce: <ul style="list-style-type: none"> • Sharing the business plan • Circulating your organization's performance and strategy information • Using internal staff surveys • Embedding cross-function teams • Setting up Quality Circles/Total Quality Management • Onward to Excellence Process – A process by which company members set shared organizational vision and core values. This can be done through: <ul style="list-style-type: none"> • Focusing all employees on a learning-oriented climate • Creating clear values and high expectations to identify short- and longer-term goals • Establishing it through leadership and staff brainstorming
2. People can explain the objectives of their team and the organization at a level that is appropriate to their role, and can describe how they are expected to contribute to developing and achieving them.		83% (WM=3.31)	

Table 5. Proposed programs for learning and development strategy

02	LEARNING AND DEVELOPMENT STRATEGY		
	Learning and development is planned to achieve the organization's objectives.		
	EVIDENCE REQUIREMENTS	% AGREEMENT	PROPOSED PROGRAM
People	<p>1. People can describe how they are involved in identifying their learning and development needs and the activities planned to meet them.</p> <p>2. People can explain what their learning and development activities should achieve for them, their team and the organization.</p>	<p>83% (WM=3.31)</p> <p>75% (WM=3.00)</p>	<ul style="list-style-type: none"> • Human Resources Council – A consultative body in which regularly assess the developmental needs of the employees. • Career Counselling and Career Path Development Talks – An annual event with employees aim at knowing where area to support and develop each employee

Table 6. Proposed programs for people management strategy

03	PEOPLE MANAGEMENT STRATEGY		
	Strategies for managing people are designed to promote equality of opportunity in the development of the organization's people.		
	EVIDENCE REQUIREMENTS	% AGREEMENT	PROPOSED PROGRAM
People	<p>1. People believe managers are genuinely committed to making sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for them to learn and develop which will improve their performance.</p> <p>2. People can give examples of how they have been encouraged to contribute ideas to improve their own and other people's performance.</p>	<p>79% (WM=3.17)</p> <p>72% (WM=2.86)</p>	<ul style="list-style-type: none"> • Cultivate Relationship – A program designed to cultivate a good lasting working relationship with upper management and employees for it make them feel closer to the action plan. • Offer Flexible Working Options – This can be done through: <ul style="list-style-type: none"> • Flexitime • Compressed working time • Part-time working • Job-sharing • Personalized hours • Homeworking • Term-time working • Idea-Well – A program designed to give employees the chance to share their ideas, thoughts, opinions and projects that can be used for the overall improvement of the services of the company to its internal and external stakeholders.

Table 7. Proposed programs for leadership & management strategy

04	LEADERSHIP & MANAGEMENT STRATEGY		
	EVIDENCE REQUIREMENTS	% AGREEMENT	PROPOSED PROGRAM
Managers	1. Managers can describe the knowledge, skills and behaviors they need to lead, manage and develop people effectively.	81% (WM=3.23)	<ul style="list-style-type: none"> • Strengthen trainings for supervisors and key personnel – A training designed in the context of: <ul style="list-style-type: none"> • A leader that listens on three levels • Offering up responsibility to subordinates • Getting to know his people
People	2. People can describe what their manager should be doing to lead, manage and develop them effectively.	81% (WM=3.23)	<ul style="list-style-type: none"> • Employee Assistance Program – A program that offers free and confidential assessments, short-term counselling, referrals, and follow-up services to employees who have personal and/or work-related problems.

Table 8. Proposed programs for management effectiveness

05	MANAGEMENT EFFECTIVENESS		
	EVIDENCE REQUIREMENTS	% AGREEMENT	PROPOSED PROGRAM
Managers	1. Managers can explain how they are effective in leading, managing and developing people.	80% (WM=3.20)	<ul style="list-style-type: none"> • Succession Planning Process – A protégé program that provides and develops strong candidates for leadership positions.
People	2. People can explain how their managers are effective in leading, managing and developing them. 3. People can give examples of how they receive constructive feedback on their performance regularly and when appropriate.	80% (WM=3.20)	<ul style="list-style-type: none"> • Input Collection System – A program aim at collecting feedbacks and ideas from employees through: <ul style="list-style-type: none"> • In-service surveys • Training evaluation • Focus group • Online and informal communication • 360-Degree Evaluation – This process provides feedback from subordinates, peers and superiors on an individual's performance.

Table 9. Proposed programs for recognition & reward

06	RECOGNITION & REWARD		% AGREEMENT	PROPOSED PROGRAM
	EVIDENCE REQUIREMENTS	People's contribution to the organization is recognized and valued.		
People			75% (WM=3.00)	<ul style="list-style-type: none"> • Input Collection System – A program aim at collecting feedbacks and ideas from employees through: <ul style="list-style-type: none"> • In-service surveys • Training evaluation • Focus group • Online and informal communication
	<ol style="list-style-type: none"> 1. People can describe how they contribute to the organization and believe they make a positive difference to its performance. 2. People can describe how their contribution to the organization is recognized and valued. 		74% (WM=2.96)	<ul style="list-style-type: none"> • Annual Performance Recognition Program – A program aim at recognizing individuals with outstanding performance/contribution in the organization. This can be done through: <ul style="list-style-type: none"> • An employee accomplishment column in the company newsletter • Bulleting on employees' accomplishment • Announcing accomplishments in the department/area • Providing opportunities for staff to share best practices and mentor other staff • Announcing accomplishments in the department/area

Table 10. Proposed programs for involvement & empowerment

07	INVOLVEMENT & EMPOWERMENT		% AGREEMENT	PROPOSED PROGRAM
	EVIDENCE REQUIREMENTS	People are encouraged to take ownership and responsibility by being involved in decision-making.		
People			75% (WM=2.98)	<ul style="list-style-type: none"> • Implement Hoshin Kanri Planning Method – this can be done through: <ul style="list-style-type: none"> • Strategic planning with employees
	<ol style="list-style-type: none"> 1. People can describe how they are encouraged to be involved in decision-making that affects the performance of individuals, teams and the organization, at a level that is appropriate to their role. 2. People can describe how they are encouraged to take ownership and responsibility for decisions that affect the performance of individuals, teams and the organization, at a level that is appropriate to their role. 		69% (WM=2.74)	<ul style="list-style-type: none"> • Two-Way Communication Model – This can be done through developing three key advisory groups that meet twice a year: <ul style="list-style-type: none"> • Representing Management • Immediate Supervisors • Classified Segments of the Workforce • Setting up Quality Circles • Implementing Focus Group Discussion • Implementing Self-managed Teams

Table 11. Proposed programs for learning & development

08	LEARNING & DEVELOPMENT		EVIDENCE REQUIREMENTS	% AGREEMENT	PROPOSED PROGRAM
	People learn and develop effectively.				
Managers					
	1. Managers can describe how they make sure people's learning and development needs are met.			76% (WM=3.04)	<ul style="list-style-type: none"> Human Resources Council –A consultative body in which regularly assess the developmental needs of the employees.
People				78% (WM=3.13)	<ul style="list-style-type: none"> Professional Development Fund – A program geared at nurturing the professional and the personal development of employees through: <ul style="list-style-type: none"> Employee training and development Character development Career setting Encouraging to take post graduate studies and additional career certification Center for Professional Development – A training center which houses courses which aim at developing key competencies among employees through courses: <ul style="list-style-type: none"> Technical and operational Managerial and leadership Organizational dynamics Innovation, Ethical behavior Employee Induction Program – A program aim at orienting new employees to the vision, mission, core values, vis-à-vis of the organization and how they are going to benefit from it.
	2. People can describe how their learning and development needs have been met, what they have learnt and how they have applied this in their role.				
	3. People who are new to the organization, and those new to a role, can describe how their induction has helped them to perform effectively.				

Table 12. Proposed programs for performance measurement

09	PERFORMANCE MEASUREMENT		EVIDENCE REQUIREMENTS	% AGREEMENT	PROPOSED PROGRAM
	Investment in people improves the performance of the organization.				
People					
	1. People can give examples of how learning and development has improved their performance of their team and that of the organization.				<ul style="list-style-type: none"> 360-degree Evaluation – This process provides feedback from subordinates, peers and superiors on an individual's performance. Employee Assessment System – An employee performance management system that helps employees become more effective and motivated. This can be done through: <ul style="list-style-type: none"> Using assessment tools that clearly identify performance-based standards

Table 13. Proposed programs for continuous improvement

CONTINUOUS IMPROVEMENT			
Improvements are continually made to the way people are managed and developed.			
10	EVIDENCE REQUIREMENTS	% AGREEMENT	PROPOSED PROGRAM
People			<ul style="list-style-type: none"> • Implement Hoshin Kanri Planning – A methodology designed to use the collective thinking power of all employees to make the organization the best in the field. • Continuous Improvement Leadership Team – The committee reviews the organization's goals on people management on an annual basis making deletions, additions and modifications as deemed necessary.
	1. People can give examples of improvements that have been made to the way the organization manages and develops its people.		

CONCLUSIONS

1. The findings show that majority of the employees are male. Most of them belong to the age bracket of 21 to 30 years old, are college graduates and married. Majority of their positions are rank and file. They are regular employees with four to six years length of service and have moderate salary of ₱10,000 to ₱14,999.
2. The findings show that employees have a satisfactory Quality of Work Life (QWL) inside the company. This signifies that the company ensures that the job and the work environment are structured to meet as many employees' needs as possible. The result also revealed that the company's two-quarter attrition rate in year 2014 is acceptable in comparison with the industry's acceptable attrition rate of below 15 percent annually. Moreover, based on the succeeding components, the study concludes the following:
 - Home-Work Interface (HWI). It found out that majority of the employees prioritized to achieve a healthy balance between their work and home life. This is evident because the culture of the company promotes a balance between their work and family life.

- General Well-Being (GWB) and Control at Work (CAW). The GWB and CAW of the employees both influence each other, as such, when CAW is low, GWB is also low. Their perception of CAW is linked to various aspects of work including the opportunity to be involved in decisions that affect members of the company.
- Stress at Work (SAW). Stress in the workplace is unavoidable due to the demands of the work environment. On the other hand, it is acceptable that every employee may experience stress for it keeps the employees motivated and able to work and learn.
- Working Conditions (WCS). Employees' perceived satisfaction with the WCS for their employer ensures that they are working in a safe environment and provides them with what they need to do their job efficiently and effectively. In turn, a positive work environment will yield greater productivity among the employees.
- Job and Career Satisfaction (JCS). Employees have a clear set of goals that enables them to do their job. As a result, they have the opportunity to use their abilities at their work and positively develop new skills for learning.
- Organizational Communication (OCS). Employees perceived that the communication inside the organization is effective. This is based on how well they communicate their ideas and feelings with their immediate supervisors that affect them and the members of the company. More so, it influences greatly the effective functioning and survival of the company for 30 years.
- Organizational Leadership (OLS). Employees perceive that leadership inside the organization is effective for it helps motivate and inspire them. This is based on how well their immediate superior handles the administrative and technical parts of his job.

When a leader has a clear vision, he enables organizational effectiveness, productivity and profitability.

3. The findings show that there is no significant relationship between the socio-demographic profile and the individual dimensions of Quality of Work Life. However, there is a significant relationship between the Educational Attainment and the Overall Quality of Working Life (Q65). The findings reveal that high school graduates are easily pleased with their Quality of Work Life, in contrast with employees' with higher educational attainment, they become moderate or difficult to be pleased as they strive for continuous improvement. Job Status is also identified as having a significant relationship with the Overall Quality of Working Life (Q65), implying that when employees become regular in the company, their satisfaction with their QWL tends to increase.
4. The findings show that employees are more likely to stay longer in the organization when their employer creates employee engagement plans to ensure open communication channels, ensures a healthy work life balance and allows flexibility to handle change.
5. The findings show that there is no significant relationship between the socio-demographic profile and the five factors contributing to employees' retention in the company.

RECOMMENDATIONS

The researchers offer the following recommendations for further improvement based on the significance of the findings of the research.

1. Future researchers may use a combination of quantitative and qualitative research design, and may use other statistical tools not utilized in this study.

2. Future researchers must ensure that survey questionnaires will all be retrieved earlier and must be completely answered.
3. The variables in the questionnaires may be arranged in a logical structure. As such, number of items may be short, concise and clear.
4. Future researchers may undertake similar research using the employees of other companies and variables not included in this study.
5. The management of Jetbest Animal Nutrition and Health Care, Incorporated may develop strategies for managing people which are designed to promote equality of opportunity in the development of the organization's people.
6. The management of Jetbest Animal Nutrition and Health Care, Incorporated may continue with their efforts of promoting good and lasting working relationship with employees, encouraging them to take ownership and responsibility by being involved in decision making.
7. The management of Jetbest Animal Nutrition and Health Care, Incorporated may continuously invest in its employees by constantly adapting improvement programs for a more efficient, effective and productive workforce.

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