

## **Job Satisfaction and Employee Performance in Sodexo Services**

Angela P. Elazegui, Kyla Marie N. Gonzaga, Jaztine Raven L. Hernandez,  
Ma. Anna Corina Kagaoan  
*Bachelor of Science in Business Administration major in Marketing Management*

### **ABSTRACT**

*Employees got satisfied because of their colleagues, management, or work, all of which had an influence on their jobs. Aside from job satisfaction, employee performance is another factor that any company can examine to obtain the best possible results. It is also a method of assessing employee performance based on how stated and implicit standards, priorities, and objectives are met. Employees must be satisfied with their jobs for the span of their working careers because it is one of the factors that can influence their performance. Researchers evaluated job satisfaction among onsite employees in terms of performance appraisal, leadership, work motivation, and compensation or reward. Also, employee performance in terms of work environment, work-life balance, communication, and gender diversity. They used quantitative research to gain information regarding the job satisfaction and employee performance of the respondents. This revealed that employees of Sodexo Services Philippines, Inc. who are 26–30 years old, male, high school graduates, and have worked for 3–4 years are more likely to be satisfied and do well in their positions. Moreover, there is no significant difference between job satisfaction among onsite employees of Sodexo Services Philippines, Inc. and their demographic profile except for work experience in leadership, work motivation, and compensation or reward. There is a significant relationship, however, between job satisfaction and employee performance among onsite employees of Sodexo Services Philippines, Inc. This proves that when employees are more satisfied with their jobs, their performance also improves.*

**Keywords:** *job satisfaction, employee performance, relationship, perception*

### **INTRODUCTION**

Job satisfaction is the emotional response that employees feel when they do their work. They became satisfied because of their colleagues, managers, or work that had an impact on their jobs. This response can be different from other employees', even if they have the same workplace. The company must understand and devise a method to obtain feedback from its employees. If they have many satisfied employees, they will gain more profits.

Employee performance is another aspect that every organization should consider when achieving optimal business results. It is also a measurement for evaluating employee performance based on how explicitly and implicitly standards, priorities, and goals are met. The main factor for a company is to improve employee performance to achieve goals. Employee performance is related to job satisfaction. Employees who are happy with their jobs are more likely to perform well at work. Employees who are more satisfied with their jobs perform better, according to Shaju and Subhashini (2017). Job satisfaction among employees in an organization helps them enhance their performance.

### **Review of Literature**

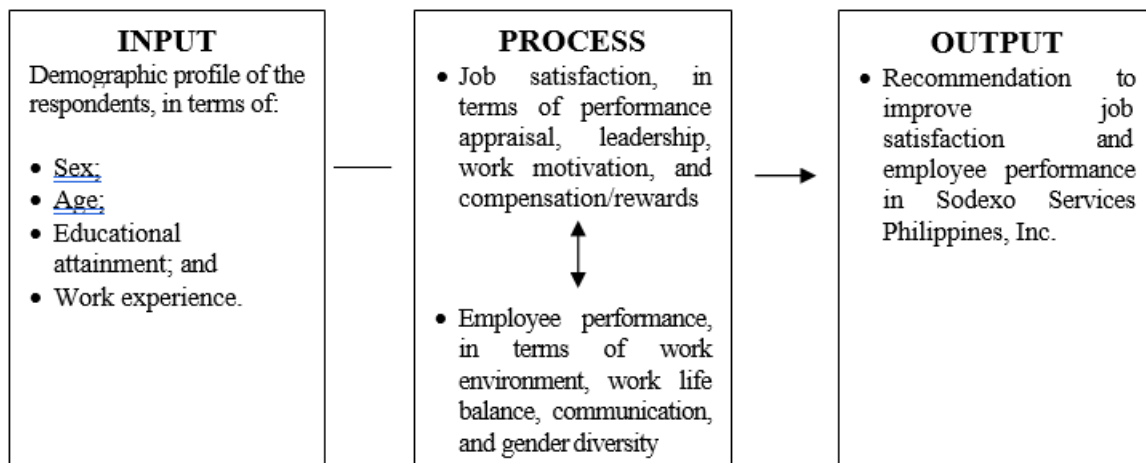
In the study of Squires, Hoben, & Graham, they argued that personnel might not end their jobs, but they will feel dissatisfaction that can affect their colleagues and their overall performance.

The study also reveals that the perception of equity in appraising employee performance is linked to job satisfaction (Abdulla, Djebarni, and Mellahi, 2010). As stated by Shmailan, employee performance is the action that employees take in carrying out the company's work. Individual skills, abilities, and characteristics influence performance in carrying out its tasks, which is often associated with employee job satisfaction and the degree of compensation offered.

The working environment is one of the most significant factors affecting employee performance. Money alone is not enough to inspire workers to achieve higher performance in today's competitive business environment. On the other hand, a combination of monetary and non-monetary incentives is much more important for improving employee performance, which leads to the attainment of corporate objectives. The organization should keep developing its work-life balance incentives for an employee to be productive at work (Hafeez, Hafeez, Mansoor, & Rehman, 2019).

It will lead to a much more proper and effective employee when it comes to offering services to its customers. According to this study, work-life balance is a critical factor that influences employee performance. Employers must constantly look for new and innovative ways to boost employee performance (Hafeez, Hafeez, Mansoor, & Rehman, 2019).

### **Theoretical Framework**



**Figure 1. Framework of the study**

Figure 1 is the conceptual framework based on the IPO model, also known as the input, process, and output model. The line from the input to the process means a significant difference between the demographic profile of respondents and job satisfaction in terms of performance appraisal, leadership, work motivation, and compensation and rewards. In addition, there is a double-headed arrow in the process box between job satisfaction perception and employee performance, indicating a significant relationship between the two.

The input, or the demographic profile, is the independent variable of this study since it is stable and unaffected by other variables that researchers are trying to determine. The process and output are dependent variables. There are variables that are determined in this study.

## **Objectives of the Study**

The study aims to: (1) determine the demographic profile of the respondents, in term of sex, age, educational attainment, and work experience; (2) determine job satisfaction among onsite employees of Sodexo Services Philippines, Inc., in terms of performance appraisal, leadership, work motivation, and compensation/reward; (3) determine the perception of onsite employees of Sodexo Services Philippines, Inc. on employee performance factors, in terms of work environment, work-life balance, communication, and gender diversity; (4) determine the significant difference between job satisfaction among onsite employees of Sodexo Services Philippines Inc. when grouped according to demographic profile; (5) determine the significant relationship between job satisfaction and perception of onsite employees of Sodexo Services Philippines, Inc. on employee performance factors; and (6) recommend action plans to improve job satisfaction level and employee performance level in Sodexo Services Philippines, Inc.

## **METHODOLOGY**

The researchers used the quantitative method of gathering data to determine answers that supported all questions regarding the chosen topic and to gain information regarding job satisfaction and employee performance at Sodexo Services Philippines, Inc.

The data was gathered with the help of a modified survey questionnaire. The questionnaire was divided into two parts, the demographic profile and the survey proper. Part one is the respondents' demographic profile, which contains their basic characteristics: age, sex, educational attainment, and work experience. Part two determined job satisfaction and employee performance at Sodexo Services Philippines, Inc. Performance appraisal, leadership, work motivation, and compensation and rewards are all subvariables of job satisfaction. Work environment, work-life balance, communication, and gender diversity are sub variables for employee performance. Each sub variable has five statements and was measured by a four-point Likert scale wherein respondents were given the following choices: 4 for strongly agree (SA), 3 for agree (A), 2 for disagree (D), and 1 for strongly disagree (SD).

## **RESULTS AND DISCUSSIONS**

Table 1 shows that the majority of male respondents were more likely to be satisfied and perform well with their jobs than women. According to Wallern, men are more confident in their roles and feel more strongly about their employee rewards based on merit. The study by Berlanda, Pedrazza, Fraizzoli, and De Cordova found that people between the ages of 26 and 30 have more motivation to grow, and they are the generation with high expectations to be satisfied and perform well in their jobs. The result corresponds with the study of Jebb, which found that individuals with higher education levels are much less satisfied with their jobs than individuals with lower education levels.

Table 1. Demographic profile of respondents

Demographic profile	Frequency	Percent
<b>Sex</b>		
Male	90	67.16
<b>Age</b>		
26 – 30 years old	52	38.81
<b>Educational attainment</b>		
High school graduate	98	73.13
<b>Work experience</b>		
3 – 4 years	65	48.51

As shown in Table 2, work motivation and compensation/rewards got a mean of 3.86, while performance appraisal and leadership got a mean of 3.83.

In terms of work motivation, organizations profit not only from high-potential personnel but also from individuals who can commit to obtaining higher levels of responsibility, as seen by their efforts in employee training and development (Ho, Miller, Jones, & Bello, 2015; Ho, Jones, Julien, & Body, 2016). When it comes to compensation and reward, they are more inclined to choose expatriate colleagues who serve as if everyone is treated fairly and rewards are allocated according to needs.

According to Maiyaki & Yaro (2020), performance appraisal is an important management tool in measuring employees' job performance because it helps develop employees' capacity by providing feedback or training.

Table 2. Job satisfaction among onsite employees of Sodexo Services Philippines, Inc.

	Statements	Weighted mean	Interpretation
<b>Performance Appraisal</b>	Timely appraisals and ratings on performances	3.85	Strongly agree
	Takes performance appraisal seriously	3.80	Strongly agree
	<b>Composite Mean</b>	<b>3.83</b>	<b>Strongly agree</b>
<b>Leadership</b>	Doing things right away in terms of ethics	3.85	Strongly agree
	Managers listens to employees	3.83	Strongly agree
	<b>Composite Mean</b>	<b>3.83</b>	<b>Strongly agree</b>
<b>Work Motivation</b>	Participate in training	3.89	Strongly agree
	The work I do is interesting	3.84	Strongly agree

	<b>Composite Mean</b>	<b>3.86</b>	<b>Strongly agree</b>
<b>Compensation/ Reward</b>	Treated fairly regarding recognition and rewards	3.84	Strongly agree
	Performance recognition and treated fairly regarding salary	3.81	Strongly agree
	<b>Composite Mean</b>	<b>3.86</b>	<b>Strongly agree</b>

Table 3 shows that many employees at Sodexo Services Philippines, Inc. prefer to have adequate tools and equipment in their working areas. Workplaces must be aligned with employees and their jobs. The result was supported by the study of Hafeez et al. (2019), which says that "working environment" refers to all of the factors that influence individuals in their jobs and mainly refers to working conditions, which are divided into two categories: physical and behavioral.

Table 3. Perception of onsite employees of Sodexo Services Philippines, Inc. on employee performance factors

	<b>Statements</b>	<b>Weighted mean</b>	<b>Interpretation</b>
<b>Work Environment</b>	Providing the typical needs in work areas	3.8 8	Strongly agree
	Being quiet and alone	3.8 5	Strongly agree
	<b>Composite Mean</b>	<b>3.8 7</b>	<b>Strongly agree</b>
<b>Work-Life Balance</b>	Family do not influence employees' productivity	3.8 7	Strongly agree
	Allowing them to take time off	3.8 3	Strongly agree
	<b>Composite Mean</b>	<b>3.8 5</b>	<b>Strongly agree</b>
<b>Communication</b>	Understanding what to achieve on given task	3.9 1	Strongly agree
	Use of proper language	3.8 7	Strongly agree
	<b>Composite Mean</b>	<b>3.8 9</b>	<b>Strongly agree</b>
	Gender differences affect a poor performance	3.8 7	Strongly agree

<b>Gender Diversity</b>	Employees do not experience discrimination during promotions based on gender	3.8 4	Strongly agree
<b>Composite Mean</b>		<b>3.86</b>	<b>Strongly agree</b>

Table 4 shows that there is no significant relationship between job satisfaction and performance appraisal, job satisfaction and work motivation, or job satisfaction and compensation/reward among onsite employees. However, there is a significant difference in job satisfaction in terms of work motivation and job satisfaction in terms of compensation and reward. The result is supported by the study by Dash, Bakshi, and Chugh (2017) that says salary is significantly positively related to work experience. There is a significant difference in salary between designations, with levels of salary generally increasing with seniority.

Table 4. Mean difference of job satisfaction

<b>Performance appraisal</b>	<b>F<sub>c</sub></b>	<b>p-value</b>	<b>Interpretation</b>
Sex	1.5 5	0.216	Not significant
Age	0.9 2	0.436	Not significant
Educational attainment	0.8 8	0.350	Not significant
Work experience	2.4 9	0.063	Not significant
<b>Leadership</b>			
Sex	0.1 7	0.684	Not significant
Age	0.4 9	0.693	Not significant
Educational attainment	0.5 4	0.462	Not significant
Work experience	2.8 2	0.042	Significant
<b>Work motivation</b>			
Sex	2.0 4	0.156	Not significant
Age	0.6 0	0.615	Not significant
Educational attainment	0.1 1	0.742	Not significant
Work experience	4.8 2	0.003	Significant
<b>Compensation/reward</b>			
Sex	0.1 7	0.684	Not significant
Age	0.4 9	0.693	Not significant
Educational attainment	0.5 4	0.462	Not significant

Work experience	2.8 2	0.042	Significant
-----------------	----------	-------	-------------

Table 5 shows that there is a significant relationship between job satisfaction and employee performance because the p-value is less than the 0.05 level of significance. It further explains that there is a very high relationship between the two variables. This implies that as employees become more satisfied, their level of performance tends to rise.

The result is supported by the study by Inuwa (2016) that says job satisfaction has a positive and significant relationship with employee performance; it clearly signifies that an increase in the level of job satisfaction of staff also leads to increased and higher performance.

Table 5. Relationship between the job satisfaction and perception of onsite employees of Sodexo Services Philippines, Inc. on employee performance factors

Variable	Spearman rho	p-value	Interpretation
Job satisfaction & employee performance among onsite employees of Sodexo Services Philippines, Inc.	0.872	0.000	Significant (Very high relationship)

Table 6 shows recommendations formulated based on the job satisfaction and employee performance of Sodexo Service Philippines Inc.

Table 6. Recommendation for the Sodexo Services Philippines. Inc.

	Statements	Weighted Mean	Strategies
<b>Job Satisfaction</b>	Performance Appraisal	3.80	Sustain the process of taking the performance appraisal seriously
	Recognition and fair salary	3.81	Maintain the fair treatment in Sodexo Service Philippines, Inc.
<b>Employee Performance</b>	Time Off	3.83	Company should improve and review system regarding how many time employees can file leave of absence.
	Managers listens to employees	3.83	The company should provide opportunities to its employees regardless of gender.

### CONCLUSIONS

After collecting and analyzing the data with the help of the respondents, it was determined that employees give importance to satisfaction, which can be associated with their performance in the workplace. It indicates that job satisfaction leads to higher levels of responsibility and giving extra efforts to work for the benefit of the organization, and that the performance of an employee

can be influenced by sufficient equipment for their typical needs in the working area. Future researchers are encouraged to conduct studies about the job satisfaction and employee performance of other companies or firms that are open and collaborative for better research findings. Researchers recommend adding more information about the satisfaction and performance of employees in the workplace. Examine what efforts companies or organizations can make to increase employee job satisfaction and stimulate better job performance.

## REFERENCES

- Abdulla, J., Djebarni, R., and Mellahi, K. (2010). Determinants of job satisfaction in the UAE: A case study of the Dubai police. <https://www.researchgate.net/profile/RamdaneDjebarni/publication/235273998>
- Anwar, K. (2017). Factors affecting stock exchange investment in Kurdistan. *The International Journal of Accounting and Business Society*, 25(1):32-37  
<https://ijabs.ub.ac.id/index.php/ijabs/article/viewFile/335/244>
- Berlanda, S., Pedrazza, M., Fraizzoli, M., and De Cordova, F. (2019). Addressing risks of violence against healthcare staff in emergency departments: the effects of job satisfaction and attachment style. *BioMed Research International*. <http://m.growingscience.com/beta/msl/3574-do-organizational-citizenship-behavior-and-work-satisfaction-mediate-the-relationship-between-spiritual-leadership-and-employee-performance.html>
- Çelik, S., Dedeoğlu, B. B., and İnanir, A. (2015). Relationship between ethical leadership, organizational commitment and job satisfaction at hotel organizations. <https://dergipark.org.tr/en/download/article-file/560390>
- Clark-Carter, D. (2010). Measures of central tendency. <https://www.sciencedirect.com/topics/mathematics/weighted-mean>
- Dahkoul, Z. (2018). The determinants of employee performance in Jordanian organizations. *Journal of Economics, Finance and Accounting*. Retrieved from <https://dergipark.org.tr/en/download/article-file/453563>
- Dash, M., Bakshi, S., Chugh, A. (2017). The relationship between work experience and employee compensation: A case study of the Indian IT Industry. [http://www.jami.org.ua/Papers/JAMI\\_6\\_1\\_5-10.pdf](http://www.jami.org.ua/Papers/JAMI_6_1_5-10.pdf)
- Griffin, T. (2021). Four important tips to retain your employees for longer. <https://www.forbes.com/sites/theyec/2021/10/26/four-important-tips-to-retain-your-employees-for-longer/?sh=729ba71317be>
- Hafeez, I., Yingjun, Z., Hafeez, S., Mansoor, R., and Rehman, K. U. (2019). Impact of workplace environment on employee performance: Mediating role of employee health.
- Hee, O. C., Qin, D. A. H., Kowang, T. O., Md Husin, M., and Ping, L. L. (2019), Exploring the impact of communication on employee performance. Retrieved from [https://www.researchgate.net/profile/Ong\\_Hee/publication/337649379\\_Exploring\\_the\\_Impact\\_of\\_Communication\\_on\\_Employee\\_Performance/links/5de23d38299bf10bc3317a72/Exploring-the](https://www.researchgate.net/profile/Ong_Hee/publication/337649379_Exploring_the_Impact_of_Communication_on_Employee_Performance/links/5de23d38299bf10bc3317a72/Exploring-the)
- Ho, M., Jones, M., Julien, T., and Body, J. (2016). 2016 State of the Industry. *Alexandria, VA: Association for Talent Development (ATD)*. [https://www.researchgate.net/publication/332537797\\_The\\_Importance\\_of\\_Training\\_and\\_Development\\_in\\_Employee\\_Performance\\_and\\_Evaluation](https://www.researchgate.net/publication/332537797_The_Importance_of_Training_and_Development_in_Employee_Performance_and_Evaluation)



- Ho, M., Miller, L., Jones, M., and Bello, B. (2015). 2015 State of the Industry. *Alexandria, VA: Association for Talent Development (ATD)*.  
[https://www.researchgate.net/publication/332537797\\_The\\_Importance\\_of\\_Training\\_and\\_Development\\_in\\_Employee\\_Performance\\_and\\_Evaluation](https://www.researchgate.net/publication/332537797_The_Importance_of_Training_and_Development_in_Employee_Performance_and_Evaluation)
- Inuwa, M. (2016). Job satisfaction and employee performance: An empirical approach. *The Millennium University Journal*, 1(1):90-103.
- Jebb, A., Tay, L., Diener, E., and Oishi, S. (2018). Happiness, income satiation and turning points around the world. *Nature Human Behaviour*. Retrieved from [https://mendoza.nd.edu/wpcontent/uploads/2021/03/Solomon\\_Shepherd\\_Nikolaev.pdf?fbclid=IwAR2fGxrRcEop\\_Qy0LdBNANPUSE-NFadBIOr5zxJSNOF4lhkEnusqylzM7Gw](https://mendoza.nd.edu/wpcontent/uploads/2021/03/Solomon_Shepherd_Nikolaev.pdf?fbclid=IwAR2fGxrRcEop_Qy0LdBNANPUSE-NFadBIOr5zxJSNOF4lhkEnusqylzM7Gw)
- Kenton, W. (2021). Analysis of Variance (ANOVA). Retrieved from <https://www.investopedia.com/terms/a/anova.asp>
- Maiyaki, A. A. and Yaro, L. M. (2020). Mediating effect of organizational justice on the relationship between job satisfaction and performance appraisal: A pilot study. *International Journal of Management, Science, and Entrepreneurship*, 19.
- Obiageli, O. L., Uzochukwu, O. C., and Ngozi, C. D. (2015). Work-life balance and employee performance in selected commercial banks in Lagos State
- Orsu, A. and Srinivas, R. V. (2020). Influence of demographic factors on perceptions towards performance appraisal practices among the multi-national corporation employees in Andhra Pradesh. *International Journal of Management*, 11(9):266-275.  
<http://www.iaeme.com/IJM/issues.asp?JType=IJM&VType=11&IType=9>
- Saleem, R., Mahmood MS, A., and Mahmood, A. (2010). Effect of work motivation on job satisfaction in telecommunication sector of Pakistan: A case study of Pakistan. <https://d1wqtxts1xzle7.cloudfront.net/40042048/0912f50d04b32955ea000000.pdf/20151115-68247-vzvtm1-with-cover-page->
- Shaju, M and Subhashini, D. (2017). A study on the impact of job satisfaction on job performance of employees working in automobile industry, Punjab, India. [https://www.researchgate.net/publication/313334566\\_A\\_study\\_on\\_the\\_impact\\_of\\_Job\\_Satisfaction\\_on\\_Job\\_Performance\\_of\\_Employees\\_working\\_in\\_Automobile\\_Industry\\_Punjab\\_India](https://www.researchgate.net/publication/313334566_A_study_on_the_impact_of_Job_Satisfaction_on_Job_Performance_of_Employees_working_in_Automobile_Industry_Punjab_India)
- Shmailan, A. S. B. (2016). The relationship between job satisfaction, job performance and employee engagement: An explorative study. *Issues in Business Management and Economics*, 4(1):1-8.
- Singh, S. P. and Sharm, H. K. (2016). Impact of work motivation on job satisfaction of teachers in professional education. <https://mba.mits.ac.in/MIJBR/Impact>
- Song, M-K., Lin, F-C., Ward, S. E., and Fine, J. P. (2017). Composite variables. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5459482/>
- Squires, J. E., Hoben, M., Linklater, S., Carleton, H. L., Graham, N., and Estabrooks, C. A. (2015). Job satisfaction among care aides in residential long-term care: A systematic review of contributing factors, both individual and organizational. *Nursing Research and Practice*.
- Tabogoc, D. (2013). Statistical treatment. <https://www.slideshare.net/DaryITabogoc/statistical-treatment>
- Verma, J. P. (2020), Use of G-Power Software. Retrieved from [https://link.springer.com/chapter/10.1007/978-981-15-5204-5\\_5](https://link.springer.com/chapter/10.1007/978-981-15-5204-5_5)

- Waller, N. (2016). How men and women see the workplace differently. *The Wall Street Journal*, 27.
- Walker, J. T. and Maddan, S. (2012). *Statistics in criminology and criminal justice. Analysis and interpretation*. Burlington: Jones & Bartlett Learning.
- Zhuwao, S., Ngirande, H., Ndlovu, W., and Setati, S. T. (2019). Gender diversity, ethnic diversity and employee performance in a South African higher education institution