



INTERNATIONAL JOURNAL OF CREATIVE RESEARCH THOUGHTS (IJCRT)

An International Open Access, Peer-reviewed, Refereed Journal

Job Satisfaction And Performance Of Personnel Of Tarelco I

Michael Ditan Idmilao

College of Public Administration and Governance

Tarlac State University, Romulo Blvd. San Vicente Tarlac City, Tarlac 2300

Abstract: This research aimed to determine the job satisfaction and performance of personnel of TARELCO 1 for the Year 2023. The researcher used Quantitative Research Approach. The researcher used in-depth interviews as the primary data collection method to catch the needed information. The researcher also utilized questionnaires through hard copies to fill up and documentary analysis to obtain the necessary data for the completion of the study. The data gathered were subjected to analysis and interpretation of the researcher. The participants of this study were one hundred forty (140) rank and file employees.

The results of the study revealed that majority of the rank and file employees of Tarlac 1 Electric Cooperative, Inc (TARELCO 1) for the year 2023 were very satisfied with their job and performance and some were just satisfied. With their different types of work to do such as office and field works as their job description at TARELCO 1. It helped them in getting a good job and provided them as their bread and butter in life. However, they have also encountered problems, and the most common was the delegation of work, absenteeism, communication, and lack of transparency. The researcher recommends that TARELCO 1 Management must address this problems and review company policies and company code of ethics to minimize those kind of problems and more problems may arise through the problems encountered. The researcher also suggests that the administrative department where the section of the Human Resource is incorporated may continuously reach out to the employees of TARELCO 1 through employment assistance, seminars, workshops, and trainings to boosts and motivate employees to continue learning, have skills development and personal growth while working at TARELCO 1. Furthermore, the researcher also recommends that employees with managerial positions may strengthen its monitoring and assessment of all its programs, projects, and activities relating to the job satisfaction and performance of the personnel to be able to identify the problems and shortcomings that need to be addressed and reviewed or resolved and to determine if the desired outcomes and targets were achieved.

1.INTRODUCTION

Job Satisfaction as described in the dictionary is the feeling of fulfillment or enjoyment that a person derives from their job. It is an encouraging emotional reaction you experience when doing your job or when you are present at work. This goes further than their daily duties to cover satisfaction with the other personnel, satisfaction with the organizational policies, and the impact of their job on employee's personal lives. (BasuMallick, n.d.). It indicates how content an employee is towards his/her work. Job satisfaction as the attitudes and feelings people have about their work. (Description of Job Satisfaction by APA-Accredited Programs in Glendale, AZ and Downers Grove, IL, n.d.).

Positive and favourable attitude towards their work indicate job satisfaction. While negative and unfavourable attitude towards the job indicate dissatisfaction. The amount of satisfaction an employee gets from his/her job is entirely dependent on their aims, goals, and values. An employee might find job satisfaction from having a simple job and getting a regular pay check or salary to put towards their interests, while others might find this job lacks satisfaction and desire professional challenges. It is important to remember that job satisfaction varies from employee to employee.

The International Labor Organization said that electric utility companies are critical services that contribute significantly to economic and social development. High-quality utilities are required for effective poverty eradication. Moreover, the government's responsibility is to ensure that they offer consistent universal service access within transparent regulatory frameworks.

In the theory of Herzberg, it explains that there were intrinsic and extrinsic factors that affect job satisfaction (Franczukowska A. A., 2021). There are also studies that suggest managers to use Herzberg's theory to better understand the factors that could increase job satisfaction and affect work (Denton P. D., 2016).

In the practice of human resource management, employee satisfaction remains a very complex topic to research, due to differences in countries and cultures, as well as various influencing factors (Ali, 2016; Umamaheswari & Khrishnan, 2015). Research conducted by Pan (2015) found that job satisfaction is subjective and specific to each individual, therefore the satisfaction felt by one employee may not meet the needs of other employees.

Thus, job satisfaction is a very important factor to consider for businesses, specifically for electric companies which is a necessity for many people. As to say, all over the world, companies try to find new and innovative ways to gain more customers and become more financially successful. One of the most vital components for a business to become successful is to have content customers. 96% of consumers all over the globe consider service quality to be an important aspect of their choosing to be loyal to a brand. 70% of customers claim that they are loyal to brands because of their great customer service. 52% of consumers' state that they have bought additional products from a company simply because they previously have experienced great service quality from that company). These numbers indicate that several different factors of job satisfaction, such as service quality, customer satisfaction, and brand loyalty are all important for the company to be profitable (Willot, 2020).

In the Philippines, the Manila Electric Railroad and Light Company or the MERALCO were tested during the pandemic. Employees were forced to estimate the electric bills of its clients for how many months because of skeletal workforce. The MERALCO considered providing an installment mode of payment by the clients within the period because many lost their job. Because of that scenario, MERALCO's quality of service to its consumers were challenged and underexplored. The need to assess and determine the service quality by its employees for customer satisfaction should be deduced and also bring back the satisfaction of its employees for the continuous good quality service given by MERALCO (MERALCO, 2018 & 2020).

With this, like MERALCO as an electric service provider, there are three electricity utility providers in the province of Tarlac. They are the Tarlac Electric Incorporated (TEI),

Tarlac I Electric Cooperative, Incorporated (TARELCO I), and Tarlac II Electric Cooperative, Incorporated (TARELCO II). TARELCO I and TARELCO II are both cooperatives while TEI is a privately owned electric service provider. In general, electric cooperatives are non-stock, non-profit, and service-oriented which are owned and governed by the consumers they serve (The National Rural Electrification Cooperative Association, 2016).

A brief background on the company where the researcher is currently employed which the researcher chose to conduct the study. Tarlac I Electric Cooperative, Inc or TARELCO I is known for its electric services brought to Tarlaqueno's of the northern, eastern, and western part of our province of Tarlac from the municipalities of Anao, Camiling, Cuyapo, Gerona, Mayantoc, Moncada, Nampicuan, Paniqui, Pura, Ramos, San Clemente, San Jose, San Manuel, Sta. Ignacia, and Victoria and Novo Ecijanos from the towns of Cuyapo and Nampicuan. TARELCO I's Main Office is located at McArthur Highway, Barangay Amacalan, Gerona, Tarlac.

TARELCO I as an electric cooperative, is committed to deliver quality electric service at a reasonable cost for customer delight towards countryside development. With its existing core values which are the principles that guide the employees or personnel in everything they do in their workplace. Such core values are formed in the sentence "Solidarity in Yearning for excellence thru Nobility, Effectiveness, Respect and Godliness Yes! to create the word "SYNERGY", defining that when efforts of the personnel are combined to accomplish more than one could do separately. These values were used as the employees guide to the company standard that can help shape the way they do their jobs and can inspire employees or personnel to hold themselves to a higher standard.

In TARELCO I, there are a total of 140 rank and file employees of the cooperative. Composed of 119 males and 21 females. These employees are deployed in Area Offices of TARELCO I such as Camiling Area Office, Cuyapo Area Office, Moncada Area Office, Paniqui Area Office, Sta. Ignacia Area Office, Victoria Area Office, and in sub-offices in the Municipalities of Anao, Mayantoc, Nampicuan, Pura, Ramos,

San Clemente, San Jose, and San Manuel, and in the Main Office of TARELCO I in Barangay Amacalan, Gerona, Tarlac.

With this, the study aimed to know, understand, and evaluate about job satisfaction regarding the performances among personnel of Tarlac I Electric Cooperative, Inc. (TARELCO I). A brief background where the researcher is employed as the billing officer from the Finance Services Department with the 14 years length of service in the company.

To be an employee of TARELCO I, one of the requirements is that an applicant must be a resident on one of the municipalities covered by TARELCO I. Another is that applicants were accepted to the company because he or she was the one been registered in exchange of the retired employee as the nearest keen. Being the one who was the person-applicant in exchange by his mother who served for 36 years in the company. The researcher, before being a billing officer, he has been a meter reader of the residential consumers then became meter reader of industrial consumers. After a year, the researcher became a records officer who keeps all records from the finance services department for 6 months and became a teller who accepts payments from the consumers of their electric bills again for another 6 months. And became a billing officer as his current position.

Job satisfaction and the performance of Personnel is a valuable factor to the success of TARELCO I. One way to determine whether employees are satisfied 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 the employee receives, the employee 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 of employer or management is to keep its personnel satisfied with their careers throughout the time they spent at TARELCO I.

A productive job performance is often confused with the effort that refers to force or energy exhausted. It is the accomplishment of an employee's assigned duties and outcomes produced on a specified job function or activity during a specified period of time. An employee is considered as the heart of the company and his/her attitude can affect the direction of the company or business. Managing performance is done with the employees because it gave an advantage to the employees, management, 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 every section or department's contribution in achieving the company's goal as a whole. In TARELCO I, performance evaluation system is done every month of July to update every employee's performance and is a requirement one's an employee applies for other position. Either a rank higher or the same to determine the capability of the employee-applicant for the specific position the employee applied for.

Furthermore, it is important to remember that job satisfaction varies from employee to employee. In the same workplace of TARELCO I under the same conditions, the factors that help one employee feel good about their job may not apply to another employee.

In this study, the concentration is on identifying the reasons on the satisfaction of job and the performance among the employees of TARELCO I. It is essential to find the answers for the job satisfaction and the performance among employees of TARELCO I with the following questions as a guide to have it answered the statement of the problem.

Lastly, the researcher was the best person to conduct the study for the reasons that the researcher is a rank and file employee. Furthermore, the researcher is the current President of the company's labor union who represents all the rank and file employees for the welfare of employees of TARELCO I.

2.METHODOLOGY

This chapter outlines the research methodologies that were utilized, the locale of the study, data collection methods, research tools or instruments, and statistical treatments required for the data collection.

For the fulfillment of the study's principal purpose, the researcher has utilized quantitative correlation research design. With the goal of identifying the job satisfaction on the performance of the personnel of TARELCO I. The study aimed to accurately describe its job satisfaction correlate with the performance. As problems identified and encountered during the performance of their work, they have proposed measures to lessen or prevent those problems. The researcher has gathered the necessary data needed in the study and have used analysis, questionnaires, interviews, and observations among the employees.

The total enumeration sampling has been utilized in the study upon identifying the respondents. This type of sampling technique where the researcher chose to examine the entire population that have a particular set of characteristics. In this study, the total population involved are the rank and file employees of TARELCO I. The researcher included the rank and file employees of TARELCO I with a total of 140 employees which composed of 119 males and 21 females. These employees are deployed in Area Offices of TARELCO I such as Camiling Area Office, Cuyapo Area Office, Moncada Area Office, Paniqui Area Office, Sta. Ignacia Area Office, Victoria Area Office, and in sub-offices in the Municipalities of Anao, Mayantoc, Nampicuan, Pura, Ramos, San Clemente, San Jose, and San Manuel, and in the Main Office of TARELCO I in Barangay Amacalan, Gerona, Tarlac.

The researcher has used the methods of data collection by the *Questionnaires*, *Interviews*, *Documentary Analysis*, and *observations*. Questionnaire, with this, all possible questions that answer the problems which are the main subjects of this study. The respondents have been asked to answer the questions provided by the researcher, needed particularly the responses of the employees in relation of job satisfaction to their performance in TARELCO I. Interview, the researcher has conducted interviews among the employees of TARELCO I in the main office and area offices of the area coverage in order to provide necessary details that were not covered in the questionnaire. Documentary Analysis, by gathering information or data collected from the questionnaire, interview, and observations processes, all data has been collected and tabulated as practiced response of the electric cooperatives for annual performance evaluation. Observations, the researcher also performed observations among employees of different ranks from different departments to support and validate the answers of the respondents.

The Researcher being an employee of TARELCO I, have prioritized the study on the job satisfaction and the performance among the employees of TARELCO I for the access on the data and information needed in the study. To preserve the integrity of scientific research, the data were gathered after the approval and validation of the statistician and adviser of the College of Public Administration and Governance of Tarlac State University. With this, the researcher used the approved and validated questionnaires and distributed to the employees of TARELCO I from the different area coverage and the researcher collected the data for the tabulation that were presented on the next chapter.

With the permission of the General Manager of Tarlac 1 Electric Cooperative, Inc (TARELCO I), survey questionnaire has been distributed to the respondents to different departments of TARELCO I. The researcher has made sure that the respondents have received sufficient information and are aware of the goals of the study. Respondents have the option of disclosing their names and contact information. Along with promises from the researcher on the respondent's security and well-being throughout data collection.

III. RESULTS AND DISCUSSION

This chapter shows the data gathered in this research. The answers to the questions promulgated in the study are analyzed, interpreted, and are presented.

1. Intrinsic and Extrinsic Factors

Overall Evaluation of Intrinsic Factors

The overall evaluation of the intrinsic factors such as achievement, the work itself, recognition, and self-improvement shows that the respondents strongly agreed with the given situations of such factor with an overall grand mean of 4.61. this means that respondents are very satisfied on their field of work and as perfectly agreed with the given situation of each factor.

Table 1
Overall Evaluation of Intrinsic Factors

Indicators	Grand Mean	Adjectival Description
Achievement	4.48	Agree
Work Itself	4.56	Strongly Agree
Recognition	4.67	Strongly Agree
Self-Improvement	4.74	Strongly Agree
Overall Grand Mean	4.61	Strongly Agree

In **achievement**, respondents have strongly agreed that they felt that their given tasks were very important for the company but in terms of participating to international and national meetings, there were doubts that they can easily be chosen to participate. Some respondents revealed that there were favoritism among employees, and that they cannot have an opportunity to have an appointment overseas.

The **Work Itself** as a factor were given strongly agreed as verbal description by the respondents because they all know their job description or works to do in their respective areas of responsibility and accountability. The respondents were given time frames to accomplish their assign tasks because of their workloads, as their daily routines at work, they can finish their workloads on time effectively. And in some points, some respondents, especially those younger ones, have plans to go and take their masteral degree for their chosen field of study with the reasons on gaining more knowledge and skills and having potentials for job promotions.

In **Recognition**, respondents have agreed on this factor as their verbal description because they felt that they were going above and beyond their expectations at their work, these means that they were given additional or extra tasks to accomplish even it was not in-line with their field of assignment. Those things were there on their job descriptions that they must do and accomplish other things that they may be given to the respondents. With those small rewards and recognitions given by the supervisors, it results to having respondents to perform well and efficiently at work. This actions by the supervisors of giving small recognitions such as treating them meals or snacks in and out of the company for such time like on break times or holidays. And others were recognized with their names called on their regular meetings to be an example of doing a good work for other employees to strive for the best.

In **Self-Improvement**, respondents have strongly agreed with the given situations on self-improvement because they felt that they were very satisfied to have work related responsibilities given to them. They can work in the projects that develop their capabilities and skills. And they felt that they have a chance to access to opportunities in the department for growth and development within themselves and their department as a whole. With this effect, the whole company will be benefited and have a positive outcome.

Table 2
Overall Evaluation of Extrinsic Factors

Indicators	Grand Mean	Adjectival Description
Working Condition	4.66	Strongly Agree
Supervision	4.46	Agree
Co-Workers	4.47	Agree
Salary	4.32	Agree
Overall Grand Mean	4.48	Agree

With this, the grand mean of working conditions is 4.66 with the verbal description of “Strongly Agree”. The Supervision garnered a grand mean of 4.46 with an equivalent verbal description of “agree”. The co-workers with a grand mean of 4.47 with the verbal description of “agree”. And salary with a grand mean of 4.32 with the verbal description of “agree”. With these four indicators under the extrinsic, it garnered an Overall Grand Mean of 4.48 with a verbal description of “Agree”.

With the grand mean of 4.48 and a verbal description of “Agree” as the result shows, that the respondents are quite agree with the questions on the survey given by the researcher. There are lots to improve more for the employees to reach in the level of being highly satisfied according to the factors identified in the research. In this result, respondents need to see improvements from the factors of extrinsic that were given in order for them to have a high job satisfaction and with that, high rate of performance follows.

In the factor of **Working Conditions**, the respondents were very satisfied with the “strongly agree” description. They were satisfied with the physical conditions of their workplace, doing their work smoothly and with confidence, and the supportive and inclusive culture are valued where they learned from their experienced professionals. Majority of their needs at work were provided to them, working materials and office supplies, records and data were easily provided by other employees when needed, and the support of their co-employees and supervisors were present. The physical condition of their surroundings are clean, clear, and have their sufficient working environment.

In the factor of **Supervision**, respondents quite agreed with the questionnaires given by the researcher such as the style of approach of their supervisor, some are autocratic and some are democratic. With this kind of traits that their supervisors have, it helps in the kind of approach of the respondents to acquire at work, this may influence their subordinates of what kind of attitude they possessed. Somehow, being autocratic in approach, employees may have the fear and do their work efficiently and effectively to avoid bad image on the part of the supervisor. And being democratic, some employees see this as their advantage, employees does what they want. What style on doing their work and they finish or accomplish their work. But with this kind of attitude at work, they must see to it that they are working rightfully and efficiently.

And respondents also quite agreed with the distribution of their workload by the managers, some respondents in the departments with equal distribution or workload and other departments with unequal distribution. Some respondents of different departments have an opposite answer to the questionnaire. Some agree and some does not agree that there is equal distribution of workloads. Some reasons that have arisen were the following; Managers or supervisors have chosen to give heavy workloads on one the same person. Some supervisors have trust issues that they gave workloads to their batch-employees and not to the younger ones. And some does not share their knowledge on something to do with their specific work inside their section or division that individual employee needs for their growth and development at work.

In the factor of **Co-Workers**, respondents were often energized each other through their work. They sometimes have a good relationship with their colleagues but because of unequal distribution of workload, they sometimes not in good terms with each other. With this situation, respondents often limit their participation and they were not cooperating with their projects or work that needed everyone's mind and contribution in their department.

In the factor of **Salary**, respondents are very satisfied with the allowances given by the company and their current level of salary as they have strongly agreed with the survey questionnaire. With the third question given by the researcher about the training abroad for certificate programs, respondents have quite agreed on it because managers were the ones who choose employees to participate in that trainings abroad and that only employees that were close to them were chosen if there are opportunities from the suppliers and contractors that needs employees to be trained abroad for such project. In table 1.2.5 shows the summary of overall evaluation of the extrinsic factors.

Table 3
Overall Job Satisfaction (Intrinsic and Extrinsic Factors)

Indicators	Grand Mean	Adjectival Description
Intrinsic Factors	4.61	Strongly Agree
Extrinsic Factors	4.48	Agree
Overall Grand Mean	4.54	Strongly Agree

It resulted an overall grand mean of 4.54 with the equivalent verbal description of "Strongly Agree". With this combined intrinsic and extrinsic factors that resulted in as high as "Strongly agree", it does not mean that these factors are the major factors that affects the job satisfaction of the employees. For the 5.0 points, there is still 0.46 other factors that employees need to say that employees are fully satisfied on their job in TARELCO I.

There are lots to improve more for the employees to reach in the level of being fully satisfied according to the factors identified in the research. In this result, respondents need to see improvements from the factors of both intrinsic and extrinsic that were given in order for them to have a full job satisfaction and with that, high rate of performance follows.

2. Performance of the Personnel in TARELCO I along with their Accomplishments.

According to the HR personnel, the key performance evaluation of TARELCO I employees was used more than a decade already and up until the present this key performance evaluation was still used. There were ten (10) factors were considered for TARELCO I employees for evaluation such as Attendance, Attitude, Compliance to policies, Cooperation, Customer/Employee relations, Cost, Dependability, Industry, Innovativeness, and the Job Knowledge. This factors were chosen to evaluate and see the performance of the

rank and file employees annually in TARELCO I, also these were used as basis for employees' re assignment of place of work or position and the promotion.

The key performance indicators are targets that help measure progress against the most strategic objectives. While organizations can have many types of metrics, the key performance indicators are targets that are "key" to the success of the company.

In these modern time, more of the respondents have made their opinion that this key performance that were used in TARELCO I must be reviewed and make the necessary improvement or change to fit in the modern era as technology also progress and developed.

The Performance of the 140 respondents in terms of accomplishments as the result shows in the Table 12 that the *Job Knowledge* have a big impact and very important criteria with the highest rating of 90.54 rating to identify the *Very Good* level of performance and accomplishments of the respondents. At second, the *Industry* with 89.82 rating to identify the *Very Good* level of performance. Not far from the rating, the criteria such as *Customer or Employee Relations* (89.74), *Attendance* (89.49), *Cooperation* (89.90), *Dependability* (89.29), and *Innovativeness* (89.04) also with a *Very Good* level of performance. The *Criteria of Compliance to Policies* with (88.91) rating, *Cost* (88.91), and *Attitude* (88.59) follows with the *Good* level of performance by the respondents. Furthermore, the level of effectiveness, efficiency, productivity, and quality of work in TARELCO 1 is rated highly by the respondents. This encompasses how well the respondents carry out their job responsibilities, met set goals and objectives, and to the high quality of work done and performance of the personnel to contribute to the overall success of TARELCO 1.

Table 4
Performance of the Respondents

Criteria	Rating	Level
Job Knowledge	90.54	Very Good
Industry	89.82	Very Good
Customer/Employee Relations	89.74	Very Good
Attendance	89.49	Very Good
Cooperation	89.29	Very Good
Dependability	89.21	Very Good
Innovativeness	89.04	Very Good
Compliance to Policies	88.91	Good
Cost	88.91	Good
Attitude	88.59	Good
Grand Mean	89.35	Very Good

Source: HR Division

The Performance of employees is measured by the performance evaluation form which reviews an employee's overall work performance. It highlights the strengths or weaknesses of individual employee, it creates goals for the employees to aspire to and offers constructive feedback. Essentially, performance evaluation let employees know how they are doing at the company and whether there is a room for improvement. For this reason, it is important to provide employees with effective performance evaluation that can help employees live up their fullest potential in the company. When performance evaluation is used effectively, these evaluations can provide several benefits to both the company and the employees. It gives the employees an opportunity to grow professionally and help ensure building a qualified group of employees who can contribute to the company's short- and long-term goals.

The performance evaluation helps identify the strengths and weaknesses of employees. Employees get a clear sense of how they're doing at their job. It can let employees know what their areas of improvement are or it gives employees positive feedback and praise for a job well done. It also helps employees develop personally and professionally. When employees know where they stand at the company, it gives the employees the opportunity to improve their overall work performance. It can also improve their communication skills, skills in organization and time management, which can be useful both in and out of the workplace. Also, it allows employees to set goals, the opportunity to create a goal plan and establish objectives for the employees. It gives the ability to provide employees with a set of steps that employees can work toward. The goals created for the employees need to be attainable, yet challenging, and aim to drive the

company forward. And performance evaluation also helps determine pay raises or promotions; as employees are evaluated positively with their work performance. It can help the company make important decisions and signals to give reasons for a high compensation or for promotions.

In TARELCO I, performance evaluation is implemented and done during the middle part of every year. With the performance of the personnel on TARELCO 1 that composed of 140 rank and file employees, these employees were described and evaluated as per their performance for the year 2023 with the standard criteria such as the following: First is **Job knowledge** with the given description of employees understands the nature and details of the job. Second is the **Industry** which employees accepts and performs added responsibilities or challenging assignments and maintains diligence at work. Third is the **Customer/Employee Relations** which relates the courtesy and respect to co-employees and clients. Forth, the **Attendance** which optimizes working time and strictly observes break times as its description. Fifth, the **Cooperation** which employees work harmoniously with others towards over-all efficiency of the organization. Sixth, the **Dependability**, employees carry and completes tasks as instructed and produces results when needed; accurate and dedicated to excellence. Seventh is the **Innovativeness**, it develops new ideas to meet changing conditions and improve present methods and procedures. Eighth, the **Compliance to Policies** which states that employees complies to company policies, rules, and regulations. Ninth, the **Cost**, also as one of the criteria on the performance of the employees, it describes as employees that avoids waste; takes action to increase revenue and reduce expenses; resourceful. And the **Attitude**, as described, employees accepts positive and constructive criticism and suggestions very well practices office decorum.

3. Correlation between job satisfaction and the performance of TARELCO I personnel.

Job satisfaction and performance are closely related, whereas high employee satisfaction typically leading to improve employee performance and a sense of engagement to an organization. Job satisfaction is important for both the employer and the employee. Employers greatly benefit from satisfied employees because they are more productive and one of the most important goals of a company is to maximize employee performance to achieve those goals.

In TARELCO I, these factors given in considering and evaluating for performance of personnel and to see the level of their satisfaction as they do their work eight hours for five days in a week. The level of satisfaction has a direct impact on an individual's performance which influences interactions with the clients and can even effect profits. As per example, when we are engaged and satisfied during work hours, we tend to exceed expectations and contribute positively to the company.

Table 5
Correlation between Performance and Job Satisfaction on Intrinsic Factors

Variables	Pearson r	p -value	Decision	Result
Achievements	-0.049	0.567	Accept H_0	Not Significant
Work Itself	-0.142	0.094	Accept H_0	Not Significant
Recognition	0.238	0.005	Reject H_0	Significant
Self-Improvement	0.154	0.069	Accept H_0	Not Significant

In TARELCO 1, respondents show in Table 13 the correlation between the performance and job satisfaction on intrinsic factors such as achievements, the work itself, recognition, and self-improvement. As variable, the **achievements** obtained the p -value of 0.567 that is greater than the (r) value of -0.049. Thus, the null hypothesis (H_0) is *accepted*. Therefore, the relationship is statistically *not significant*. With the **work-itself** as variable, it obtained the p -value of 0.094 that is greater than the (r) value of -0.142. Thus, the null hypothesis (H_0) is *accepted*. Therefore, the relationship is statistically *not significant*. In **Recognition** as variable, the p -value of 0.005 that is less than the (r) value. Thus, the null hypothesis (H_0) is *rejected*. Therefore, the relationship is statistically *significant*. In **Self-Improvement** as variable, it obtained the p -value of 0.069 that is less than the (r) value of 0.154. Thus, the null hypothesis (H_0) is *accepted*. Therefore, the relationship is statistically *not significant*.

With the result in table 13, **Recognition** which have statistically significant relationship, and it has a small value of p -value and it is below the significance level. Then it is considered more reliable that **recognition** among the employees of TARELCO 1 have a weight in considering and that have an influence

for a high job satisfaction and performance. Moreover, respondents in this research, is hungry for the recognition to be given to them as they perform their tasks individually and there are recognitions waiting for them in the end of the year as the whole company to be recognize again by the National Electrification Administration (NEA) who is the governing body of electric cooperatives in the Philippines.

The respondents show in Table 14 the correlation between the performance and job satisfaction on extrinsic factors such as working conditions, supervision, co-workers, and salary. In **Working Conditions** as variable, the *p-value* of 0.037 that is *less than* the (*r*) value. Thus, the null hypothesis (H_o) is *rejected*. Therefore, the relationship is statistically *significant*.

Table 6
Correlation between Performance and Job Satisfaction on Extrinsic Factors

Variables	Pearson <i>r</i>	<i>p</i> -value	Decision	Result
Working Conditions	0.176	0.037	Reject H_o	Significant
Supervision	0.002	0.978	Accept H_o	Not Significant
Co-Workers	0.055	0.520	Accept H_o	Not Significant
Salary	0.020	0.816	Accept H_o	Not Significant

In **Supervision** as variable, it obtained the *p-value* of 0.816 that is *greater than the* (*r*) value of 0.020. Thus, the null hypothesis (H_o) is *accepted*. Therefore, the relationship is statistically *not significant*. In **Co-Workers** as variable, it obtained the *p-value* of 0.520 that is *greater than the* (*r*) value of 0.055. Thus, the null hypothesis (H_o) is *accepted*. Therefore, the relationship is statistically *not significant*. In **Salary** as variable, it obtained the *p-value* of 0.094 that is *greater than the* (*r*) value of -0.142. Thus, the null hypothesis (H_o) is *accepted*. Therefore, the relationship is statistically *not significant*.

With the result in table 14, **Working Condition** which have statistically significant relationship, and it has a small value of *p-value* and it is below the significance level. Then it is considered more reliable that **working condition** among the employees of TARELCO 1 as a factor have a lot to say and a big factor when it comes to satisfaction and performance at work especially in TARELCO 1 because respondents wanted a good, clean, and spacious working condition. Respondents can normally breath with the air conditioning units, complete office supplies which they needed and satisfying working area. This factors have a big influence to have a high percentage of job satisfaction and performance at the TARELCO 1.

4. The problems encountered by the respondents that may impact their job satisfaction and performance in TARELCO I

The workplace is the place where employees perform their tasks for the company, whether in a physical office or at field or remote setting. No matter how well you perform at work and complete the work on time, some challenges or problems always arise.

If the Job satisfaction is high, the employees will perform better. On the other hand, if the job satisfaction is low, there will be performance problems. Job satisfaction levels reflect the workplace culture of the company. If the employees are unhappy with their jobs, it may be because there are aspects of the job they do not like or the work environment is unfavorable for them. In examining in of job satisfaction, it is important to breakdown and identify analysis of the problems encountered.

Table 7
Problems Encountered by the Respondents

Problems Encountered	Frequency	Percentage	Rank
Delegation of Work	93	66.42	1
Lack of Transparency	84	60.00	2
Communication	68	48.57	3
Absenteeism	18	12.85	4

The problems encountered by the respondents that may impact their job satisfaction and performance in TARELCO I may vary. However, some common issues that may affect job satisfaction and their performance based on the data gathered and interview from the respondents are the following:

The one of the most common problems encountered by the respondents the **delegation of work** by the immediate superiors aside from their given job description. The problem of delegation of work to the employees ranked on top by the respondents with 93 rank and file employees who mentioned the delegation of work as a problem with 66.42 percent. This unequal delegation of work to do for the employees because of the number of the years in service (seniority) of the specific employee because of different views and expectations of contribution to increase the job satisfaction due to familiarity with work content and work environment. Much trust was given to the employees who already years longer than the junior employee. An unreasonable workload can leave employees feeling overwhelmed, underappreciated, and stressed, leading to burnout and disengagement. The pressure of an excessive workload strains their work-life balance, contributing to a cycle of stress and fatigue. According to employees, workload is one of the reasons for stress at work. This factor of job satisfaction diminishes productivity and compels employees to take time off to manage this stress.

The following also arises as a problem in TARELCO 1. The **lack of transparency** as a problem ranked second by the respondents with 84 rank and file employees who stated that there is a lack of transparency among the managerial positions to the rank and file employees with 60 percent. With the present style of managing employees in TARELCO 1, there are disputes regarding the collective bargaining agreement between the management and the labor union group. The Collective Bargaining Agreement is very important to the rank and file employees of the company. And respondents have observed that there are no proper reporting of the technical, institutional, and the financial aspect of the company as the employees to understand what was the real status of the company to reach or maintain its Triple "A" categorization which the National Electrification Administration (NEA) is giving to the electric cooperatives all over the Philippines who have an excellent performance annually.

Third problem which the respondents have ranked was the **Communication**. There were 68 respondents who have stated that communication was a problem among employees with 48.57 in percentage. The Communication within the workplace is very essential for organizations in terms of job satisfaction of employees. Effective interaction and communication between managerial positions and rank and file employees provide to improve job satisfaction and the performance; on the contrary, lack of communication causes dissatisfaction. And as mentioned from the previous problem identified on the lack of transparency, some respondents felt the management are keeping the real status of the company on its financial, technical, and administrative operations of the company. This creates mistrust and dissatisfaction among employees.

Another is the **absenteeism** of employees. Even though employees filed for a leave of absences or for some emergency absences, employees must make time to do their work efficiently and make up their loss working time to finish the job well. And if there were already a habit of absenteeism, co-workers might feel uneasy and uncomfortable to work with quality and effectively. There were respondents that have observed with their co-employee from their department that when employees already knew that they were going to be late to register their time-in clock machine for more than 15 minutes on the standard time-in clock hour in the morning, employees neither chose to clock-in early in the afternoon or have it absent on that whole day because of shameful that they came in very late inside the office.

Overall, these problems identified by the respondents have a great impact to the job satisfaction and performance of the personnel of Tarlac 1 Electric Cooperative, Inc (TARELCO 1) and should be addressed by the management of the cooperative to improve their services and maintain a positive relationship with the personnel. The respondents were very observant of what was happening to the company as they have identified these problems and encountered by them. The researcher having questions prepared to ask the respondents and they were very participative in giving answers to the questions and even they explained their answers briefly.

As the problems identified and stated by the respondents that may impact their job satisfaction and performance in TARELCO I. The delegation of work, lack of transparency, communication, and absenteeism as problems are just one of the major problems encountered by the respondents and these problems may also be the reasons to another problem/s that may be encountered by the employees.

With this identified problems that were encountered by the respondents in TARELCO 1. The respondents have also answered and have given measures that may enhance them to work their responsibilities and accomplish their job description as personnel of TARELCO 1 and achieve their purposes why they are in TARELCO 1. And also they have recommendations to avoid the identified problems and improve the work and have an effective and trusted personnel of TARELCO 1. With this mindset and attitude installed to every

employee of TARELCO 1. As domino effect, there will be a good and quality services to the clients, suppliers, contractors, visitors, and applicants of TARELCO 1.

5. Proposed measures to enhance the Job satisfaction and performance of personnel of TARELCO 1

Based on the interviews from the respondents of the study the following measures were proposed to enhance and solve the problems encountered identified in the study. With the identified problems that were encountered by the respondents of the research, the researcher also asked the respondents measures to enhance the job satisfaction and performance of the personnel of TARELCO 1. With this measures, respondents were also asked its *objectives, strategies, expectations, and outcomes* to lessen or avoid the problem that were encountered.

Table 18

Proposed measures to enhance the Job satisfaction and performance of personnel of TARELCO 1

Problems	Measures	Objectives	Strategies	Expectations	Outcome
Delegation of Work	Align with the overall objectives and expectations of TARELCO I	To ensure that employees or team as a whole accomplishes its goal on time and effectively as possible It gives employees the opportunities for the growth and learnings.	Keep the employees informed and engaged Provide clear instructions and expectation Address any concerns or questions promptly Provide feedback and guidance throughout the process	Tasks or works are completed in a timely manner and accordance with the required standards Encouragement on skill development through the delegation	Empowering employees through delegation can build trust and improve overall satisfaction Delegation enables employees to assume ownership of the work and cultivate their abilities
Lack of Transparency	The company need to ensure information accessibility for frontline, in-office, remote employees as information needs to find them, as their favorite social media flat forms do	Make information easily accessible to employees To improve the company's marketing, sales, and HR performance Help employee build their personal brands and become thought leaders in the industry	Encourage external content sharing.	Build trust and improves workplace culture Drives employee engagement and advocacy Enhance innovation and knowledge sharing Promotes accountability and improves	Workplace transparency can play a significant role in making the company more successful and sustainable Transparency improves alignment among team members that influences the success of a task project Employers freely communicate company

				employee morale	information to their workplace and employees are likely to act as brand ambassadors and engage in an advocacy programs
Communication	<p>Company must regularly collect and analyze data from multiple sources</p> <p>Assess the impact of communication training programs on employees skills and competencies overtime</p>	<p>Evaluate the success of projects or initiatives against the communication plans</p> <p>determine if adequate communication contributed to meeting project goals</p>	<p>Foster a culture of openness where feedback is valued and encouraged</p> <p>Conduct one-on-one interviews to gather detailed feedback on communication strategies and their effectiveness</p>	<p>Have an active role in communicating to co-workers by participating effectively with respect in work conversations</p> <p>Stay current and ask questions regarding company information</p> <p>Avoid information overload by sharing communication with too broad an audience</p>	<p>In the evaluation on how well the information is shared and understood among the employees, impacting overall performance employee engagement and satisfaction comes the effectiveness of communication</p>
Absenteeism	<p>Review company policy on absenteeism</p> <p>Make time for an exercise to release the stresses at work</p> <p>Health screening or the annual physical exams of the employees</p>	<p>Creating commitment to the company and alignment with the goals of the company leads to lower absenteeism</p>	<p>Job sharing by two or more employees working part-time to complete the responsibilities of one role</p> <p>Shift work, employees work early or late shifts and weekends if they cannot work during the typical workdays</p>	<p>Communicating with co-workers. Asking employees to reschedule their shift themselves is another way to decrease absence behavior</p>	<p>By tracking, measuring, and decreasing employee absenteeism rates will improve employee performance</p>

The setting and identification of the measures, the objectives which are the specific measurable steps towards the goal. The strategies which describes what should be done to achieve the objectives. The expectations when the strategies were executed and implemented. And the outcomes or the result of that

objectives and strategies that were planned and identified to a certain problem encountered in the research helps the company create an actionable plan that aligns with their overall mission and vision which will boost the personnel of TARELCO 1 with a high job satisfaction and high level of performance.

Aside from the given measurements on the table 18, there were other **measurements** that were raised by the respondents to enhance the job satisfaction and performance of personnel of TARELCO 1. This are to following:

First, **Improve company policies:** Update the TARELCO 1 company policies that suites on the current issues that arises. There must be a regular monitoring and strict implementation. And implement measures that will boost the morale and improve the job satisfaction and performance of employees either managerial or in rank and file employees.

Second, **Enhance Co-worker support:** Strengthen the co-workers support by providing trainings and seminars on effective communication, problem-solving, and quality services among the personnel of TARELCO 1. Ensure that existing problems are promptly addressed, and complaints are resolved in a timely manner.

Third, **Seek client feedback:** Regularly conduct client satisfaction surveys or feedback sessions to understand their concerns, expectations, and suggestions for improvement. Actively incorporate client feedback into service enhancements and address any recurring issues. Remember, these are just proposed measures, and TARELCO I may need to assess their feasibility and align them with their specific goals and resources.

Conclusions

Based on the indicated findings, the following conclusions were drawn:

1. In **Achievement**, as the result of verbal description of being “agree” by the respondents. Some respondents agreed but some were not that achievement as a factor for job satisfaction because they were not recognized by their superiors of what they have achieved or contributed for a work or project done. But in overall, achievement as a factor is important for job satisfaction to boost the employees’ motivation to work hard and have an accomplishment on time.
2. With **Work Itself**, as the result of verbal description of being “agree” by the respondents. Identifying and utilizing each team member’s unique strengths and abilities is very important for this factor. With their assigned tasks that match their skills and interests to increase their engagement and competence in their work to heighten job satisfaction.
3. With **Recognition**, as the result of verbal description of being “agree” by the respondents. Some respondents agreed and some were not, acknowledging and appreciating the individual or team’s hard work. But overall, recognition must be present at all times, with all employees, with no biases and feeling of disagreement for many. This is for professional growth to demonstrate investment in their success.
4. In **Self-Improvement**, as the result of verbal description of being “strongly agree” by the respondents. Employees have the courage to build a culture of open dialogue, continuous learning in the workplace, and seminars that matches their skills are present in TARELCO I.
5. For **Working Condition**, as the result of verbal description of being “strongly agree” by the respondents. Employees were very satisfied with their accountability of properties in their workplace. Their surroundings and conditionings around their workplace were very relaxing as they do work.
6. With **Supervision**, as the result of verbal description of being “agree” by the respondents. Supervisors or managers are very important for creating a good relationship with their people or staff to improve job satisfaction among themselves.
7. In **Co-Workers**, as the result of verbal description of being “agree” by the respondents. With the relationship built with the co-workers, there will be opportunities for team members to work together and connect beyond work tasks such as team-building exercises, joint projects, or casual social gatherings to improve the overall job satisfaction.
8. In **Salary**, as the result of verbal description of being “agree” by the respondents. The level of Salary bears a positive but quite uncertain, relationship to pay and job satisfaction. With the salary scale of TARELCO I and the provisions of wages of the government agency, issues on salary of employees are currently complicated. But overall, salary have a big factor and influence in the employees’ job satisfaction and performance.

Recommendations

Based on the indicated conclusions, the following recommendations were drawn:

1. **To ensure a manageable workload and prevent these negative outcomes.** It encourages regular check-ins to discuss workloads, challenges, and priorities. It helps employees focus on high-priority tasks by clearly defining what is urgent and important. It set realistic deadlines to avoid rushed work and stress, ensures employees have the necessary tools, training, and support to complete their tasks efficiently and encourage employees to take regular breaks and disconnect after work hours.
2. **Avoid Employee Burnout.** Having a reasonable workload is essential for job satisfaction. Employees who are constantly overwhelmed with work are more likely to experience stress and burnout. On the other hand, employees who are bored with their profession are also less likely to be satisfied and seek employment elsewhere.
3. **Manage Workloads Effectively.** Keep a close eye on employee workloads, ensuring they are realistic and manageable. Set achievable deadlines, provide the necessary resources, and balance task distribution.
4. **Encourage Breaks and Vacation Use.** Encourage employees to take regular breaks during the day and to fully utilize their vacation time. Part of the satisfaction of being employed is the social contact it brings, so allow employees a reasonable amount of time for socialization (e.g. over lunch or during breaks). This will help develop a sense of camaraderie and teamwork. At the same time, cracking down on rudeness, inappropriate behaviour and offensive comments.
5. **Maintain Open Communication and Provide Support.** Establish a work environment where employees can openly discuss stressors. Conduct regular check-ins to monitor well-being and offer timely support.
6. **Creating a sense of autonomy amongst the workplace and having the employees and of course, improves job satisfaction.** First, by encouraging autonomy, you build a dynamic, adaptable team capable of tackling challenges and propelling the company forward. In establishing a trust-based culture, it creates a culture where trust is foundational to everything else. Avoid micromanaging, and trust in your team's abilities and judgment. When employees feel trusted, they're more proactive and comfortable in their roles. The freedom to make decisions, they take greater ownership and responsibility over their job. In turn, employees are more bought in and invested in their work. Autonomy also boosts job satisfaction, as they value the trust and confidence that were place in them. Second, setting a clear goal and prove resources. Clearly outline goals and expectations, then equip your team with the necessary resources and support. Empowering them with the right tools and information fosters independent decision-making, alleviates unnecessary anxiety. And Last, implement regular feedback. A regular, constructive feedback is vital for promoting autonomy. Even more important, workers want regular feedback. Many of those who say they receive feedback often also say they are extremely or very satisfied with their work.
7. **Offer Career Growth Opportunities.** To boosts job satisfaction, managers should focus on career growth and professional development. As employees learn new skills and improve existing ones, they become quicker and more skillful. This creates greater sense of self-accomplishment and boosts their job satisfaction. First, create personalized development plans, work with team members to create personalized plans that match their career ambitions and company goals. Include practical steps such as training, workshops, mentoring, and skill-building tasks. Second, conduct regular career discussions. Hold regular one-on-one meetings to discuss career growth. In these meetings, review each member's progress, challenges, and goals, and explore opportunities for their advancement like promotions and new projects. And last, promote a learning-driven culture, encourage a culture of continuous learning in the workplace. Offer learning resources like online courses, seminars, and training sessions. Support team members in sharing knowledge and joining professional groups.
8. **Managers and Supervisors plays a pivotal role in the morale, production, and overall job satisfaction.** Managers can increase job satisfaction by creating a positive work environment and good team relationships. This includes open communication, teamwork, inclusivity, and recognizing team achievements, leading to a more engaged and productive team. First, embrace participative leadership, involve the team in decision-making to build their sense of belonging and value within the company. Actively seek feedback, involve employees in goal setting, and incorporate their ideas in major decisions. Create opportunities for team members to work together and connect beyond work tasks.

This could involve team-building exercises, joint projects, or casual social gatherings. Second, leverage individual strengths for motivation, identify and utilize each team member's unique strengths and abilities. Assign tasks that match their skills and interests to increase their engagement and

competence in their work. Understand what motivates each employee – be it career growth, learning opportunities, recognition, or work-balance – and adapt management style accordingly to heighten job satisfaction. And last, prioritize transparent and consistent communication, adopt a management style focused on clarity, honesty, and consistency in communication.

9. **Another recommendation would be to have the restoration of the fitness gym.** The restoration of the fitness gym so that employees can exercise in their given free time. And also a recommendation to re-organize the cafeteria so that employees can choose what they want and nourish themselves when needed. Employees would not have to leave the office to get lunch and feel more comfortable in their work environment knowing that they can grab nourishment conveniently. These actions if implemented in an office environment such as in TARELCO I would result in an increase in job satisfaction and a decrease in employee turnover. Researchers and managers may find that the results of this study may warrant further research. These results can be used by managers of those professionals to implement strategies to reduce employee dissatisfaction and turnover. It is also recommend that research into other factors that may affect employee dissatisfaction to be conducted.

REFERENCES

1. (n.d.). Retrieved from American Psychological Association: <https://dictionary.apa.org/job-satisfaction>
2. (n.d.). Retrieved from <https://www.iedunote.com/job-satisfaction-theories>
3. (2021, march 11). Retrieved from Professional Development Foundation: <https://www.pdf-eg.com/node/154>
4. Abdirahman, H. I., Najeemdeem, I. S., Abidemi, B. T., & Ahmad, & R. (2020). The Relationship Between Job Satisfaction, Work-Life Balance, and Organizational Commitment On Employee Performance. *Advance Business Res. Int. Journal*, 42-52. doi:10.24191/abrij.v4i1.10081
5. Abu, E. (2009). Existence, Relatedness and Growth: Human Needs in Organizational Settings. *New Ork: Free Press*.
6. Abuhamdeh, S., & Csikszentmihalyi, M. (2019). Intrinsic and Extrinsic motivational orientations in the competitive context: an examination of person-situation interactions. *Journal of Personality*, 1615-35. doi:<https://doi.org/10.1111/j.1467-6494.2009.00594.x>
7. Achour, Y., Ouammi, A., Zejli, D., & Sayadhi, a. S. (2020). Supervisory model predictive control for optimal operation of a greenhouse indoor environment. doi:10.1109/access.2020.3037222
8. Adamy, M. (2018). The Effect of Job Satisfaction and Work Motivation on Organizational Commitment and Organizational Citizenship Behavior in BNI in the Working Area of Bank Indonesia Lhokseumawe. In *Proceedings of MICoMS 2017*. Emerald Publishing Limited.
9. Aeknarajindawat, N., & Jermismiittiparsert, & K. (2020). Does Organization Justice INfluence the Organization Citizenship Behavior, Job Satisfaction and Organization Outcomes? *Syste. Rev. Pharm.*, 489-496.
10. Ahmad, A. (2017). The relationship among Job Characteristics Organizational Commitment and Employee Turnover Intentions: A Reciprocation perspective. *Journal of Eork-Applied Management*, 74-92. doi:10.1108/JWAM-09
11. Ahmad, M. A. (2018). Factors affecting on Job Satisfaction among academic staff. *Polytechnic Journal*, 8.
12. Ahmetoglu, G., Akhtar, R., Tsivrikos, D., & Chamorro-Premuzie, & T. (2018). The Entrepreneurial Organization: The effects of organizational culture on innovation output. *Consulting Psychology Journal: Practice and Research*, 318-338. doi:10.1037/cpb0000121
13. AICPA, & Society. (2023). *The Power of Purpose in the Workplace*. Retrieved from <https://www.greatplacetowork.com/resources/blog/creating-a-culture-of-recognition#:~:text=Recognition%20helps%20employees%20see%20that,them%20to%20continue%20great%20work.>
14. Al-Hamdan, Z., Manojlovich, M., & Tanima, & B. (2017). Jordanian Nursing Work Environments, Intent to Say, and Job Satisfaction. *Journal of Nursing Scholarship*, 103-110. doi:10.1111/jnu.12265
15. Ali, W. (2016). Understanding the concept of job satisfaction, measurements, theories and its significance in the recent organizational environment: A theoretical framework. *Archieves of Business Research*, 4(1).

16. Alshmemri, M., Shahwan, A., & Maude, P. (2016). Job Satisfaction of Saudi nurses Working in Makkah Region Public Hospitals, Saudi Arabia. *Life Science Journal*, 22-33. doi:10.7537/marslsj131216.05
17. Amansee, F. G. (2018). A Study on Job Satisfaction of Employees in Pangasinan State University. *Southeast Asian Journal of Science and Technology*, 3(1). Retrieved from www.sajst.org
18. Andreassen, C. S., Bakker, A. B., Bjorvatn, B., Moen, B. E., Mageroy, N., Shimazu, A., & Pallesen, S. (2017). Working Conditions and Individual Differences are Weakly Associated with Workaholism: A 2-3-Year Prospective Study of Shift-Working Nurses. *Frontiers in Psychology*. doi:10.3389/fpsyg.2017.02045
19. Angeles, V.-N. P. (2015, September). Retrieved from <https://lpulaguna.edu.ph/wp-content/uploads/2016/08/Job-Satisfaction-And-Performance-Level-Of-Employees-Of-Ajinomoto-Philippines-Corporation-Lucena-Branch.pdf>
20. Bakker, A. B.-V. (2014). Burnout and work engagement: The JD-R approach. *The Annual Review of Organizational Psychology and Organizational Behavior*, 389-411.
21. Bakotic, D. &. (2013, February). Relationship between Working Conditions and Job Satisfaction. *International Journal of Business and Social Science*, 4(2), 206-213.
22. Basirudin, N., Basirudin, R., Mokhber, M., Rasid, S., & Zamil, &. N. (2016). Organizational Citizenship Behaviour in Public Sector: Does Job Satisfaction play a Role. *International Journal of Economics and Financial Issues*, 376-381. doi:<https://doaj.org/article/32574f4b7e20404096638527fd72d4e7>
23. Baslevent, C. &. (2014). The impact of deviations from desired hours of work on the life satisfaction of employees. *Social Indicators Research*, 33-43.
24. BasuMallick, C. (n.d.). Retrieved March 11, 2021, from <https://www.spiceworks.com/hr/engagement-retention/articles/what-is-job-satisfaction/>
25. Bautista, A. J., & Balaria, F. E. (2018, December). Work Motivation and Job Satisfaction of Employees before and after Company Reorganization: A Case of an Electric Cooperative in the Philippines. *International Journal of Advance Engineering and Management and Science*, 4(12). Retrieved from International Journal of Advanced Engineering, management and Science: <https://dx.doi.org/10.22161/ijaems.4.12.2>
26. Benette, A. A. (2018). Recovery form work related effort: A meta-analysis. *Journal of Organizational Behavior*, 262-275.
27. Bliese, P. D. (2017). Stress and well-being at work: A century of emperical trends reflecting theoretical and societal influences. *Journal of Applied Psychology*, 389-402.
28. Boamah, S. A. (2018). Effect of transformational leadership on job satisfaction and patient safety outcomes. *Nursing Outlook*, 66(2), 180-189.
29. Bose, I. &. (2019). Reward program, job satisfaction & employee engagement: An Empirical Study. *Indian Journal of Industrial Relations*, 55.
30. Bouaziz, A., & Wang, S. (2019). Retrieved from Deel, the all in one HR platform for global teams: <https://www.deel.com/glossary/employee-performance/>
31. Bowles, T., & Arnup, &. J. (2016). Should I Stay or Should I Go? Resilience as a protective factor for teachers' intention to leave the teaching profession. *Australian Journal of Education*, 229-244. doi:10.117/0004944116667620
32. Burchell B., S. K. (2014). The Quality of employment and decent work: definitions, methodologies, and ongoing debates. *Camb J Econ*. 459-77.
33. Burhanudin, B. (2023). The Effect of Job Involvement, Self-Improvement, Work Environment on Job Satisfaction. *Asian Journal of management, Entrepreneurship and Social Science*. doi:10.98765/ajmesc.v3i01.289.
34. Burke, D., Flanagan, J., Ditomassi, M., & Hickey, &. P. (2018). Characteristics of Nurse Directors that Contribute to Registered Nurse Satisfaction. *Journal of Nursin g Administration*, 12-18. doi::10.1097/2FACM.0000000000001561
35. Carrillo-Garcia C., S.-R. M.-R.-G. (2013). Job satisfaction among healthcare workers: the role of gender and age. 1314-20.
36. Cassidy, T., & Lynn, R. (2015). A multifactoral approach to achievement motivation: the development of a comprehensive measure. *Journal of Occupational Psychology*, 301-312. Retrieved from <http://psycnet.apa.org/record/1990-11259-001>

37. Cherif, F. (2020). The role of human resource management practices and employee job satisfaction in predicting organizational commitment in Saudi Arabian Banking sector. *International Journal of Sociology and Social Policy*, 40(7/8), 529-541.
38. Chih, Y. Y., Kiazad, K., Cheng, D., Capezio, A., & Restubog, & S. (2017). Does Organizational Justice Matter? Implications for Construction Worker's Organizational Commitment. *Journal of Management in Engineering*, 0401 6043.
39. Cigularov, K. P. (2018). Achievement Motivation in Bulgaria and the United States: A cross-country comparison. *Doctoral Dissertation, Retrieved from ProQuest Dissertations and Theses - Order No. 3346440*. doi:http://doi.org/10.1177/0018726700536001
40. Clark, A. E., & Oswald, A. J. (2014). Satisfaction and Comparison income. *Journal of Public Economics*, 57-81.
41. Clark, D. (2017). The Front lines: Employer Provided Paid Prenatal Leave in the United States. *Cornell HR Review*. Retrieved from <https://digitalcommons.ilr.cornell.edu/chrr/101/>
42. Cuarto, A. R. (2013-2014). *Organizational Culture and Job Satisfaction among BATELEC 1 Employees*. Retrieved from <http://research.lpubatangas.edu.ph/wp-content/uploads/2014/08/GSRJ-ORGANIZATIONAL-CULTURE-AND-JOB-SATISFACTION.pdf>
43. D. Elizur, A. S., & Yamauchi, H. (2016). The structure and Strength of Achievement motivation: A cross-cultural comparison. *Journal of Organizational Behavior*, 431-444. doi:http://doi.org/10.1002/(sici)1099-1379(199609)17:5<431::aid-job771>3.3.co;2-o
44. De Beer, L. T. (2016). Job crafting and its impact on work engagement and job satisfaction in mining and manufacturing. *South African Journal of Economic and Management Sciences*, 19(3), 400-412.
45. Delaney, M., & Royal, & M. (2017). Breaking Engagement Apart: The Role of Intrinsic and Extrinsic Motivation in Engagement Strategies. *Industrial and Organizational Psychology*, 127-140. doi:10.1017/iop.2017.2
46. Denton, P. D. (2016). The development of a work environment framework for ISO 9000 standard success. *International Journal of Quality And Reliability Management*.
47. Denton, P. D. (2016). The development of a work environmental framework for ISO 9000 standard success. *International Journal of Quality and Reliability Management*.
48. Desiderio, L. (2022, September 15). More Philippines workers feel job burnout. *The Philippine Star*. Retrieved from <https://www.philstar.com/business/2022/09/15/2209699/more-philippines-workers-feel-job-burnout>
49. Dousin, O., Collins, N., & Kler, a. B. (2019). Work-life Balance, Employee Job Performance and Satisfaction among Doctors and Nurses in malaysia. *International Journal of Human Resource Studies*, 306-319. doi:10.5296/ijhrs.v9i4.15697
50. Downes, P., Kristof-Brown, A., Judge, T., & Darnold, C. (2017). Motivational Mechanisms of Self-Concordance Theory: Goal Specific Efficacy and Person-Organization Fit. *Journal of Business and Psychology*, 197. doi:10.1007/s10869-016-9444-y
51. Duggal, N. (2023, July 13). *What are Performance Goals and Why you need them*. Retrieved from <https://www.simplilearn.com/>: <https://www.simplilearn.com/what-are-performance-goals-article>
52. Edet, A., Benson, U., & Williams, & R. (2017). Principals' Conflict Resolution Strategies and Teachers' Job Effectiveness in Public Secondary Schools in Akwa Ibom State, Nigeria. *Journal of Educational and Social Research*, 153-158. doi:10.5901/jesr.2017.v7n2p153
53. Egener, B. E., Mason, D. J., Okun, W. J., Gaines, M. E., Fleming, D. A., & Andresen, & M. (2017). The Charter on Professionalism for Health Ccare Organizations. *aCADEMIC mEDICINE*, 1091. doi:10.1097/2FACM.0000000000001561
54. *Employee Performance Factors*. (2020, May 29). Retrieved from www.apty.io: <https://www.apty.io/blog/employee-performance-factors/>
55. Ercis, M. (2010). The Importance of Motivation in Marketing Communication and Multinational Shopping Center. 165-180.
56. Ezzat, A. &. (2018). The determinants of job satisfaction in the Egyptian labor market. *Review of Economics and Political Science*.
57. Fashiola, A., Akanni, A., & Ajila, & C. (2016). Leadership Style and Perceived Organizational Politics as Predictors of Organizational Commitment Among Civil Servants In Osun State. *Journal of Asian Development*, 33-47. doi:10.5296/jad.v212.10042
58. Fletcher, L. (2016). Training Perceptions, Engagement, and Performance: Comparing Work Engagement and Personal Role Engagement. *Human Resource Development International*, 4-26. doi:10.1080/13678868.2015.1067855

59. Franczukowska, A. A. (2021). *Examining ethical leadership in health care organizations and its impacts on employee work attitudes: an empirical analysis from Austria*. Leadership in Health Services.
60. Franczukowska, A. A. (2021). Examining Ethical Leadership in Health Care Organizations and Its Impacts on Employee Work Attitudes: An Empirical analysis from Austria. *Leadership in Health Services*.
61. Frempong, L. N. (2018). The impact of job satisfaction on employees' loyalty and commitment: a comparative study among some selected sectors in Ghana. *European Journal of Business and Management*, 95-105.
62. Fromm, J. (2023, May 17). *Employee Recognition is the key to driving Business Growth*. Retrieved from forbes.com: <https://www.forbes.com/sites/jefffromm/2023/05/17/employee-recognition-is-key-to-driving-business-growth/>
63. Galia, F. (2018). Intrinsic-Extrinsic Motivations and Knowledge Sharing in French Firms. *The Icfai Journal of Knowledge Management*, 56-72.
64. Gami, P. (2023, June 09). Retrieved from <https://knovator.com/blog/employee-performance/>
65. Garcia-Cabrera, A. M., Lucia-Casademunt, A. M., Cuellar-Molina, D., & Padilla-Angulo, & L. (2018). Negative Work-family/family-work spillover and well-being across Europe: the role of perceived supervisor support. *Tour Management Perspective*, 39-48. doi:10.1016/j.tmp.2018.01.006
66. Gatt, G. &. (2021). Can different types of non-territorial working satisfy employees' needs for autonomy and belongingness? Insights from self-determination theory. *Environment and Behavior*, 953-986.
67. Girma, S. (2016). The Relationship Between Leadership Style and Employee Job Satisfaction Study of Federal and Addis Ababa Sport Organizational Management Setting in Ethiopia. *International Journal of Applied Research*, 92-96. Retrieved from <http://www.allresearchjournal.com>
68. Gozukara, I., & Colakoglu, N. (2016). The Mediating Effect of Work Family Conflict on the Relationship between Job Autonomy and Job Satisfaction. *Procedia - Social and Behavioral Sciences*, 253-266. doi:10.1016/j.sbspro.2016.07.136
69. Grand, J. L., & Roberts, J. (2018). The Public Service Manual: Theories of Motivational Advantage. *Public Administration Review*, 82. doi:10.1111/puar.12819
70. Haider, S., Jabeen, S., & Ahmad, &. J. (2017). Moderated Mediation Between Work Life Balance and Employee Job Performamnce: The Role of Psychological Wellbeing and Satisfaction with Co-Workers. *Rev. Psicol. Trabajo Organ.*, 1-24.
71. Harris, K., Harris, R. B., & Eplion, D. M. (2017). Personality, Leader-Member exchanges, and Work Outcomes. *Journal of Behavioral and Apllied Management*, 92-107.
72. Harzer, C. &. (2015). The Relationship of character strengths with coping, work-related stress, and job satisfaction. *Frontiers in Psychology*, 165.
73. Harzer, C., & Ruch, W. (2015). The Relationship of Character Strengths with Coping, Work Related Stress and Job Satisfaction. *Frontiers in Psychology*, 165.
74. Hayward, D., Bungay, V., Wolff, A. C., & MacDonald, &. V. (2016, January 5). A Qualitative Study of Experienced Nurses' Voluntary Turnover: learning from their perspectives. *Journal of Clinical Nursing*.
75. Hendri, M. I. (2019). International Journal of Productivity and Performance Management. *The mediation effect of Job Satisfaction and organizational commitment on the organizational leraning effect of the employee performance*.
76. Heras, M. L., Rofcanin, Y., Escribano, P. I., Kim, S., & Mayer, a. M. (2021). Family-supportive organizational culture, work-family balance satisfaction, and government effectiveness. *Human Resource Management*, 454-475. doi:10.1111/1748-8583.12317
77. Herrity, J. (n.d.). Retrieved October 1, 2022, from <https://www.indeed.com/career-advice/career-development/what-is-job-satisfaction>
78. Hoogveld, N., & Zubanov, N. (2017). The power of (No) Recognition: Experimental evidence from the university classroom. *Journal of Behavioral and Experimental Economics*, 75-84. doi:10.1016/j.socec.2016.11.001
79. Hoorn, A. V. (2017). Organizational Culture in the Financial Sector. Evidence from a cross-study analysis of employee personal valkues and carreeer success. *Journal of Business Ethics*, 452-467. doi:10.1007/s10551-015-2932-6

80. Hopson, M., Petri, L., & Kufera, & J. (2018). A New Perspective on Nursing Retention: Job Embeddedness in acute care nurses. *Journal for Nurses in Professional Development*, 31-37. doi:10.1097/NND.0000000000000420
81. Huang, W.-R. &.-H. (2016). The mediating role of job satisfaction in the relationship between job training satisfaction and turnover intentions. *Industrial and Commercial Training*.
82. Hussain, A., Yusoff, R. M., Banoori, S., Khan, A., & Khan, & M. (2016). Enhancing Effectiveness of Employees Through Training and Development in the HealthCare Department: A Literature Review. *International Review of Management and Marketing*, 731-737.
83. Huttu, E. (2014). The effects of Incentives on performance and job satisfaction. Tempere University of Technology, India.
84. Ireri, K. (2016). High Job Satisfaction despite Low Income: A National Study of Kenyan Journalists. *Journalism & Mass Communication Quarterly*, 164-186. doi:10.1177/1077699015607334
85. Irwan. (2018). Analysis of Organizational Culture, Competence, and Work Motivation: The effects of satisfaction and performance of government employees of prepare. *Russian Journal of Agricultural and Socio-Economic Sciences*, 148-155. doi:10.18551/rjoas.2018-02.16
86. Jalagat, R. (2016). Job Performance, Job Satisfaction and Motivation: a critical review of their relationship. *International Journal of management and Economics*, 5(6), 36-43.
87. Jaworski, C., Ravichandran, S., Karpinski, A. C., & Singh, & S. (2018). The Effects of Training Satisfaction, Employee Benefits, and Incentives on Part-time Employees' Commitment. *International Journal of Hospitality Management*, 1-12. doi:10.1016/j.ijhm.2018.02.011
88. Jinnett, K., Schwatka, N., Tenney, L., Brockbank, C. v., & Newman, L. S. (2017). Chronic Conditions, Workplace Safety, and Job Demands Contribute to Absenteeism and Job Performance. *Health Affairs*, 237-244. doi:10.1377/hlthaff.2016.1151
89. Kalifa, T., Ololo, S., & Tafese, F. (2016). Intention to Leave and Associated Factors among Health Professionals in Jimma Zone Public Health Centers, Southwest Ethiopia. *Open Journal of Preventive Medicine*, 31-41. doi:10.4236/ojpm.2016.6100
90. Kanfer, R., Frese, M., & Johnson, & R. (2017, ZFebruary). Motivation Related to Work: A Century of Progress. *Journal of Applied Psychology*, 338-355. doi:10.1037/apl0000133
91. Kanyurhi, E. B., & Akonkwa, D. B. (2016). Internal Marketing, Employee Job Satisfaction, and Perceived Organizational Performance in Microfinance Institutions. *International Journal of Bank Marketing*, 773-796. doi:10.1108/IJBM-06-2015-0083
92. Karabina, M. (2016). The Impact of Leadership Style to the Teachers' Job Satisfaction. *European Journal Of Education Studies*, 80-94. Retrieved from <http://oapub.org>
93. Kastenmuller, A., Greitemeyer, T., Zehl, S., A. J. Tattersall, H. G., Frey, D., & Fischer, P. (2014). Leadership and Information Processing: The Influence of Transformational and Transactional Leadership on Selective Information Search, Evaluation, and Conveying. *Social Psychology*, 357-370. doi:10.1027/1864-9335/a000177
94. Khoshnevis, H., & Tahmasebi, A. (2017). The Motivation System in a Governmental Organization. *Procedia- Social and Behavioral Sciences*, 212-218. doi:10.1016/j.sbspro.2016.09.027
95. Khunou, S. H., & Maselesele, & M. (2016). The Level of Job Satisfaction amongst Nurses in the North-Est Province, South Africa: Post Occupational Specific Dispensation. *Curationis*, 1-10. doi:10.4102/curationis.v39i1.1438
96. Knowles, M., Holton, I., & Swanson, R. A. (2022). The Adult learner: The definitive classic in adult education and human resource development.
97. Kotni, V. V., & Karumuri, V. (2018). Application of Herzberg Two-factor Theory Model for Motivating Retail Salesforce. *The IUP Journal of Organizational Behavior*, XVII(1), 24-42.
98. Lai, Y., Saridakis, G., & Johnstone, S. (2017). Human Resource Practices, Employee Attitudes and Small Firm Performance. *Internal Small Business Journal*, 470-494.
99. Larkin, I., Brantley-Dias, L., & Lokey-Vega, A. (2016). Job Satisfaction, Organizational commitment, and Turnover Intention of Online Teachers in the K-12 Setting. *Online Learning*, 26-51. doi:10.24059/olj.v20i3.986
100. Leana, C. R. (2015). Living to work and working to live: as a driver of organizational behavior. *The academy of Management Annals*, 55-95.
101. Lee, J. C., Shiue, Y. C., & Chen, C. Y. (2016). Examining the Impacts of Organizational Culture and Top management Support of Knowledge Sharing on the Success of Software Process Improvement. *Computers in Human Behavior*, 462-474. doi:10.1016/j.chb.2015.08.030

102. Lee, T. (2017). Relationship between Intrinsic Job Satisfaction, Extrinsic Job Satisfaction, and Turn Over Intentions among Internal Auditors.
103. Leider, J. P., Harper, E., Shon, J. W., Sellers, K., & Castrucci, & B. (2016). Job Satisfaction and Expected Turnover among Federal, State, and Local Public Health Practitioners. *American Journal of Public Health*, 1782-1788. doi:10.2105/AJPH.2016.30330
104. Li, J., Lee, T., Mitchell, T., Hom, P., & Griffeth, & R. (2016). The effects of Proximal Widrawal states on Job Attitudes, Job Searching, Intent to Leave, and Employee Turnover. *Journal of Applied Psychology*, 1436-1456. doi:10.1037/apl0000147
105. Litmos US, L. a. (2024). Retrieved from <https://www.litmos.com/platform/define-what-is-employee-performance>
106. Loop, T. (2022, April 4). Factors that Affect Employee Engagement and Motivation. Retrieved from <https://www.loophealth.com/post/factors-that-affect-employee-engagement-and-motivation>
107. Lu, A., & Gursoy, & D. (2016). Impact of Job Burnout on Satisfaction and Turnover Intention: do generational differences matter? *Journal of Hospitality & Tourism Research*, 210-235.
108. Luz, C. M. (2018). Organizational commitment, job satisfaction, and their possible influences on intent to turnover. *Revista de Gestao*.
109. M. Vassos, K. N. (2019). Can the job demand-control-support model predict disability support worker burnout and work engagement. *J. Intellect.Dev.Disability*, 44(2), 139-149. doi:10.3109/13668250.2017.1310818
110. M., Z. (2015). Gender, work orientations and job satisfaction. 3-22.
111. Magee, W. (2014). Effects of gender and age on pride in work, and job satisfaction. *Journal of Happiness Studies*, 1091-1115. doi:10.1007/s10902-014-9548-x
112. Mahzan, N., & Abidin, A. Z. (2017). Examining Navigators' job satisfaction in Malaysian Air force through the lenses of Herzberg's motivation-hygiene theory. *ournal of Economics, Business, and management*, 195-199. doi:10.7763/joebm. 2015.v3.281
113. Malos, R. (2012). Leadership Styles. *Economic Studies*, 421-426.
114. Mamdani, K., & Hasan, M. N. (2017). Factors Affecting Employee Turnover and Sound Retention Strategies in Business Organization: A Conceptual View. *Problems and Perspective in Management*, 63-71. doi:10.21511/ppm.15(1).2017.06
115. Mamun, M. C., & Hasan, & M. (2017). Factors Affecting Employee Turnover ans Sound Retention Strategies in Business Organization: A Conceptual View. *Problems and Perspectives in Management*, 63-71. doi:10.21511/ppm.15(1).2017.06
116. Marescaux, E., Rofcanin, Y., Heras, M. L., lles, R., & Bosch, a. M. (2020). When employees and supervisors (do not) see eye to eye on family supportive supervisor behaviours: the role of segmentation desire and work-family culture. doi:10.1016/j.jvb.2020.103471
117. Masum, A. K., Azad, M. A., Beh, K. E., & Arslan, P. W. (2016). Job Satisfaction and Intention to Quit: An Empirical Analysis of Nurses in Turkey. *Peer Journal*, 4. doi:10.7717/peerj.1896
118. Mazzola, J. J. (2019). Should we be challenging employees?: A critical review and meta-analysis of the challenge-hindrane model of stress. *Journal of Organizational Behavior*, 949-961.
119. Mira, M., Choong, Y., & Thim, C. (2017). The Impact of HRM Practices and Employees' Job Satisfaction on Employees' Performance at Saudi Ports Authority. *Annual International Conference on Enterprise Marketing & Globalization*, 140-147. doi:10.5176/2251-2349_HRM&PD17.38
120. Moen, P. L. (2013). Time work by overworked professionals: Strategies in response to the stress of higher status. *Work and Occupation*, 79-114.
121. Moonsri, K. (2018). Yhe Influence of Job Satisfaction affecting Organizational Commitment of the Small and Medium Business Employee. *Asian Administration Management*, 138-146. doi:10.3389/fpsyg.2021.689511
122. Murray, H. A., & Harvard, U. (n.d.). Explorations in PersonLITY: a clinical and experimental study of fifty men of college age. *Oxford University Press*.
123. Nakhate, V. (2016). Critical Assessment of Fredrick Herzberg's Theory of Motivation with Reference to Changing Perception of Indian Pharma Field Force in Pune Region. *The International Journal of Business & Management*, 182-190. Retrieved from <http://www.theijbm.com>
124. Nawi, N. C., M. Ismail, M. A., Raston, N. A., Zamzamin, Z. Z., & Jaini, & A. (2016). Job Satisfaction Among Academic and Non-Academic Staff in Public Universities in Malaysia: A Review. *International Journal of Business and Management*, 148. doi:10.5539/ijbm.v11n9p148

125. Neckerman, S., & Yang, X. (2017). Understanding the (Unexpected) consequences of unexpected recognition. *Journal of Economic Behavior & Organization*, 131-142. doi:10.1016/j.jebo.2017.01.013
126. Nohria, N. (2018). Employee Motivation. *Harvard Business Review*, 78-84.
127. Ocen, E., Francis, K., & Angundaru, & G. (2017). The Role of Training in Building Employee Commitment: The Mediating Effect of Job Satisfaction. *European Journal of Training and Development*, 742-757. doi:10.1108/ejd-11- 2016-0084
128. Ozutku, H. (2012). The Influence of Intrinsic and Extrinsic Rewards on Employee Results: An Empirical Analysis in Turkish Manufacturing Industry. *BUSINESS and Economics Research Journal*, 29-48.
129. Pan, F. C. (2015). Practical application of importance-performance analysis in determining critical job satisfaction factors of a tourist hotel. *Tourism Management*, 84-91. doi:https://doi.org/10.1016/j.tourman.2014.06.004
130. Panagiotis, G., & Petridou. (2018). Employee's Psychological Empowerment via Intrinsic and Extrinsic Rewards. 17-40.
131. Parker, S. K., & Morgeson, F. P. (2017). One hundred years of work design research: Looking back and looking forward. *Journal of Applied Psychology*, 403-420. doi:10.1037/apl0000106
132. Pek-Greer, P., Wallace, M., & Al-Ansaari, & Y. (2016). Do Human Resource Practices, employee remuneration and employee benmefits have significant influence on the retention of childcare influence on the retention of childcare teachers in the childcare service industry? *Asian Academy of Management Journal*, 1-26. Retrieved from <http://web.usm.my/aamj>
133. Perko, K. K. (2017). Long-term profiles of work-related rumination associated with leadership, job demands, and exhaustion: A three-wave study. *Work & Stress*, 395-420.
134. Phadke, R. (2023, January 30). [www.loophealth.com](https://www.loophealth.com/post/factors-affecting-job-satisfaction8). Retrieved from loophealth: <https://www.loophealth.com/post/factors-affecting-job-satisfaction8>
135. Piyasena, K. G., & Kottawatta, & H. (2017). The HRM Practices on Job Satisfaction of Operational Workers in the Apparel Industry in Colombo District, Sri Lanka. *Human Resource Management Journal*, 46-65.
136. Pratiwi, R. (2020). Fostering Job Satisfaction: The Role of Communication Quality and Colleague Support in Job Involvement. *AKSES J. Ekon. dan Bisnis*, 14(2), 66-70. doi:10.31942/akses.v14i2.3270
137. Rahayu, M., Rasid, F., & Tannady, H. (2019). The Effect of Career Training and Development on Job Satisfaction and its Implications for the Organizational Commitment of Regional Secretariat Employees of Jambi Provincial Government. *International Review of Management and Marketing*, 79.
138. Rahman, S., & Bullock, P. (2015). Soft TQM, Hard TQM, and Organizational Performance Relationships: An Empirical Investigation. *Omega*.
139. Robbins, S., & Judge, T. (2013). Organizational Behavior. *Pearson Higher Education AU*.
140. Rochat, S. (2018). Examining Motivational Reviewing in Career Counselling from a Motivational System Theory Perspective. *British Journal of Guidance & Counseling*, 632-643. doi:10.1080/03069885.2018.1483005
141. Rofcanin, Y., Jong, J. P., Heras, M. L., & Kim, & S. (2018). The Moderating role of prosocial motivation on the association between familyu-supportive supervisor behaviours and employee outcomes. 153-167. doi:10.1016/j.vb.2018.04.001
142. Romero, M. J. (2020, November). *Determinants of Motivation of Workers of First Isabela Cooperative Bank Branches in the Province of Nueva Ecija, Philippines*. doi:10.5296/ber.v10i4.17300
143. Ruiz-Palomino, P., Sanchez-Martinez, F. J., & Martinez-Canas, R. (2018). Understanding Pay Satisfaction: Effects of Supervisor Ethical Leadership on Job Motivating Pntial Influence. *Journal of Business Ethics*, 31-43.
144. Salaman, M., Abdullllah, F., & Salem, & A. (2016). Sexual Harassment at Workplace and its Impact on Employee Turnover Intentions. *BUSINESS & Economic Review*, 87-102. doi:0.22547/BER/8.1.6
145. Satuf, C., Monteiro, S., Pereira, H., Esgalhado, G., Alfonso, R. M., & Loureiro, & M. (2018). The Protective Effect of Job Satisfaction in Health, Hapiness, Well-Being, and Self-Esteem. *International Journal of Occupational Safety and Ergonomics*, 181-189. doi:10.1080/10803548.2016.1216365

146. Shahrudin, S., & Daud, & N. (2018). Employee Engagement Determinants and Employee Retention: A Study among generation Y employees in malaysia. *Proceedings of the 2nd Advances In Business Research International Conference*, 35-324. doi:10.1007/978-981-10-6053-3_27
147. Shalubobya, K. (2021, October 21). Factors affecting Employee Performance. *Human Resources Practitioner HR Compliance Employment Law*. Retrieved from <https://www.linkedin.com/pulse/factors-affecting-employee-performance-ketiwe-shalubobya>
148. Shoss, M. K. (2017). Job Insecurity: An Integrative Review and Agenda for Future research. *Journal of Management*, 1911-1939. doi:10.1177/0149206317691574
149. Shukla, K., & Singh, & A. (2016). To Study the Factors affecting the Job Satisfaction and Level of Satisfaction at Baswara Garments Ltd. *The International Journal of Indian Psychology*, 9. doi:18.01.163/20160303
150. Siddiq, A. T. (2016). Job Satisfaction and Organizational commitment: a case study of hospitals in Pakistan. *Peshawar Journal of Psychology and Behavioral Sciences*, 2(2), 195-212.
151. Sinha, k., & Trivedi, S. (2014). Employee Engagement with special reference to Herzberg factors and LMX theories: A study of I.T. sector. *SIES Journal of Management*, 20-35. Retrieved from <http://www.siescoms.edu>
152. Siswanto, S. &. (2022). Linking transformational leadership with job satisfaction: the mediating roles of trust and team cohesiveness. *Journal of Management Development*.
153. Siyanbola, T. O., & Gilman, M. W. (2017). Extent of employee turnover in Nigerian SMEs. *Employee Relations* 967-985. doi:10.1108/er-02-2016-0046
154. Skelton, A. R. (2019). Predicting manufacturing employee turnover intentions. *Journal of Economics, Finance, and Administrative Science*.
155. Sohag, A. A. (2012). A comparative study of factors causing job dissatisfaction among serving doctors at teaching hospitals of Hyderabad, Pakistan. *Pakistan Journal of Medical Sciences*, 28(4), 710-715.
156. Solomon, B. C. (2021, April 22). Bittersweet Trade-offs Between Job Resources, Demands, and Stress. *Journal of Applied Psychology*. doi:<http://dx.doi.org/10.1037/apl0000904>
157. Sonnentag, S. &. (2015). Recovery from Job Stress: The Stressor-detachment model as an integrative framework. *Journal of Organizational Behavior*, S72-S103.
158. Suma, S. (2013). Job satisfaction and organizational commitment: the case of Shkodra Municipality. *European Scientific Journal*, 43.
159. Suriana, E., Razak, A. Z., & N. S. Hudin, & S. (2021). Supervisor Support as a moderator between flexible working arrangement and job performance. 525-539.
160. Synergita Creating peoplemagic. (2022, October 31). Retrieved from <https://www.synergita.com/blog/>: <https://www.synergita.com/blog/factors-influencing-job-satisfaction-and-tips-to-improve/>
161. Tariq, M. R. (2013). The Impact of Employee Turnover on the Efficiency of the Organization. *Interdisciplinary Journal of Contemporary Research in Business*, 700-711.
162. Team, D. A. (2023, July 23). *How to Improve Employee Performance in 2023*. Retrieved from <https://www.digital-adoption.com/>: <https://www.digital-adoption.com/employee-performance/>
163. Tenney, M. (2012). Inspire Greatness: How to Motivate Employees with Simple, Repeatable, Scalable Process. In M. Tenney, *Inspire Greatness: How to Motivate Employees with Simple, Repeatable, Scalable Process*. Retrieved from <https://businessleadershiptoday.com/how-recognition-affects-employee-motivation/#:~:text=Recognition%20affects%20employee%20motivation%20because,they%20do%20has%20an%20impact.>
164. Thevanes, N., & Mangaleswaran, & T. (2018). Relationship Between Work-Life Balance and Job Performance of Employees. *IOSR J. Business Management*, 11-16.
165. Tietjen, M. A., & Myers, R. M. (2018). Motivation and Job Satisfaction. *Management Decision*. doi:<http://doi.org/10.1108/00251749810211027>
166. Torneo, A. R. (2016, October 29). The Performance-Based Incentives System and its effects on DILG, CHED, and DEPED. Retrieved from <http://www.csc.gov.ph/phocadownload/userupload/hrsympo/Performance-Based%20Incentives%20System-Dr.%20Ador%20Torneo.pdf>.
167. Umamamheswari, S. &. (2015). Retention factors and their relative significance in ceramic manufacturing industries in India. *Asian Social Sciences*, 11(13), 260.

168. Urbancova, H., & Snyderova, & M. (2017). Remuneration and Employee Benefits in Organizations in Czech Republic. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, 357-368. doi:10.11118/actaun201765010357
169. Vatankhah, S., Raoofi, A., & Ghobadnezhad, & M. (2017). Using Compensation Satisfaction to Predict Turnover Intention and Theft among Cabin Crew: Mediating role of fraternal deprivation. *Journal of Service Science Research*, 1,91. doi:10.1007/s12927-017-0006-2
170. Venkatesh. (n.d.). Factors affecting Job Satisfaction. Retrieved from <https://www.yourarticlelibrary.com/hrm/jobs/factors-influencing-job-satisfaction-with-diagram/53312>
171. Victoria, A. O., Olive, E. U., Babatunde, A. H., & Nanle, & M. (2019). Work-Life Balance and Employee Performance: A Study of Selected Peposit Money Banks in LagosStyate, Nigeria. *Journal of Social Sciences Res.*, 1787-1795. doi:10.32861/jssr.512.1787.1795
172. Vroom, V. H. (2018). Work and Motivation, San Francisco CA.
173. Wang, J. H., Tsai, K. C., Lei, L. J., & lai, & S. (2016). Relationships Among Job Satisfaction, Organizational Commitment, and Turnover Intentions: Evidence from the Gambling Industry in macau. *Business and management Studies*, 104-110. doi:10.11114/bms.v2i1.1280
174. Wickham, N. (2023, July 6). *Quantum Workplace*. Retrieved from <https://www.quantumworkplace.com/future-of-work/importance-of-employee-recognition#:~:text=Recognition%20is%20a%20powerful%20feedback,have%20any%20program%20at%20all>.
175. Williams, A., & Owusu-Acheampong, & E. (2016). Human Resource Mangement Practices and Their Effects on Employee Turnover in the Hotel Industry in Ghana. *Global Journal Of Human Resource Management*, 35-45. doi:10.5296/jmr.v4i1.1160
176. Xie, B., Zhou, W. Huang, & Xia, J. (2017). Journal of Vocational Behavior. *Using Goal facilitation theory to explain the relationships between calling and organization-directed citizenship behavior and job satisfaction*, 78-87.
177. Yon, J., Kim, J., Ko, K., & Park, & S. (2016). A Study of Relationship of Authentic leadership, Job Satisfaction, Organizational Commitment and Self-Efficacy. *Indian Journal Of Science and Technology*, 3-9. doi:10.17485/ijst/2016/v9i26/97369
178. Yousef, D. A. (2017). Organizational Commitment, Job Satisfaction, and Attitudes towards Organizational Change: A Study in the Local Government. *International Journal of Public Administration*, 77-88. doi:10.1080/01900692.2015.1072217
179. Yucel, I. (2012). Examining the relationship among job satisfaction, organizational commitment, and turnover intention: An empirical study.
180. Yurumezoglu, H. A., & Kocaman, G. (2016). Predictors of Nurses' Intentions to Leave the Organization and the Profession in Turkey. *Journal of Nursing Management*, 235-243. doi:<https://doi.org/10.1111/jonm.12305>
181. Zaman, H. M., Nas, Z., Raja, M., & Marri, Y. V. (2018, September). The Mediating Role of Intrinsic motivation between islamic work ethics and employee job satisfaction. *Journal of Business Studies Quarterly*, 93-102.