



Working Attitudes, Job Performance and Satisfaction Level of Employees in Hardam Furigay Colleges Foundation, Inc.

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ABSTRACT

This study evaluated the working attitudes, job performance, and job satisfaction levels of 71 teaching staff members at Hardam Furigay Colleges Foundation, Inc. during the 2023–2024 academic year. Employing a descriptive-correlational research design and a total enumeration sampling technique, data were gathered using a validated, highly reliable survey instrument and performance evaluation rating sheet. Descriptive statistics (frequency, percentage, weighted mean) and inferential statistics (Pearson r) were used for analysis at a 0.05 level of significance.

The profile revealed that most respondents were female, aged 21 to 30, held a bachelor's degree, served as college instructors, and had 1 to 3 years of service. Results indicated that employees exhibited a very high level of working attitudes (overall mean = 3.87) across organizational commitment, employee engagement, emotional connect, and personal issue management. Job performance was rated high (overall mean = 3.89), while job satisfaction was very high (overall mean = 3.79) across compensation, social relationships, work conditions, and development opportunities.

Inferential analysis revealed a significant, strong positive correlation between working attitudes and job satisfaction ($r = .705, p = .000$). Conversely, no significant relationship was found between working attitudes and job performance ($r = .118, p = .879$), nor between job performance and job satisfaction ($r = .018, p = .516$). The study concludes that positive work attitudes directly correlate job satisfaction, but attitude and satisfaction alone do not drive performance outcomes. Recommendations include strengthening workplace inclusivity, professional growth, and targeted competency development.

Keywords: Job Performance, Job Satisfaction, Organizational Commitment, Teaching Staff, Working Attitudes

INTRODUCTION

Background of the Study

Employee behavior is largely shaped by work attitudes, which encompass the feelings, beliefs, and perceptions employees hold about their jobs and workplace environment. Positive attitudes often lead to cooperative behavior, increased problem-solving abilities, and enhanced teamwork (Robinson & Judge, 2013). Conversely, negative attitudes can result in decreased productivity and increased conflicts among employees.

Attitudes toward work are not fleeting; they are consistent mindsets that persist over time. Employees with a positive outlook tend to engage more deeply with their tasks, demonstrating higher levels of commitment and initiative (Schneider et al., 2013). This proactive approach not only enhances individual performance but also fosters a supportive team environment.

Job performance is directly influenced by employee attitudes. Employees who feel satisfied with their jobs are more likely to exhibit high performance levels. Research indicates that job satisfaction correlates positively with productivity; satisfied employees are self-motivated and tend to go above and beyond in their roles (Judge &



Bono, 2001). Moreover, job performance is not solely determined by individual effort; it is also affected by workplace dynamics. A positive work culture can amplify performance outcomes by encouraging collaboration and reducing stress levels among employees (Sonnetag & Frese, 2002). Consequently, negative attitudes can lead to apathy and disengagement, ultimately harming overall job performance.

Job satisfaction refers to the feelings employees have towards their jobs and is often considered one of the most critical work attitudes. High job satisfaction is linked to emotional attachment to the organization, which fosters commitment and reduces turnover rates (Meyer & Allen, 1991). Factors contributing to job satisfaction include the nature of the work, relationships with colleagues and supervisors, opportunities for growth, and recognition of achievements (Locke, 1976). Employees who perceive fairness in their treatment and feel valued in their roles are more likely to report higher job satisfaction (Colquitt et al., 2001). This sense of fulfillment translates into better job performance as satisfied employees are more inclined to invest effort into their work.

The interconnection between employee behavior, job performance, and job satisfaction forms a dynamic framework that significantly influences organizational effectiveness. High job satisfaction typically leads to positive employee behaviors, such as increased engagement and collaboration, which in turn enhance job performance (Cabrera & Estacio, 2022; Judge & Bono, 2001). On the contrary, low job satisfaction can result in negative behaviors that detract from performance, highlighting the importance of fostering a supportive work environment. However, the relationship is complex; factors like perceived job insecurity can moderate these connections, indicating that even satisfied employees may underperform if they feel insecure in their roles (Lee et al., 2019).

Additionally, there is a need for further exploration of moderating variables—such as work-life balance—that could influence the interplay between employee behavior, job satisfaction, and performance (Haar et al., 2014). Addressing these gaps through targeted research could provide valuable insights for organizations seeking to optimize employee well-being and enhance overall performance outcomes.

Thus, this study aims to explore how employees' attitudes towards work impact their performance and overall satisfaction. By investigating the interplay between employee attitudes, performance, and satisfaction, the research seeks to provide valuable insights that can contribute to a better understanding of the factors influencing employee well-being and productivity in the academic setting of Hardam Furigay Colleges Foundation Incorporated.

Theoretical Framework

This study can be drawn on different theories to explore the association between employee attitudes and behaviors which could impact employee performance and job satisfaction. Hence, this study will be anchored on the Theory of Planned Behavior postulated by Ajzen (1991).

The Theory of Planned Behavior (TPB) provides a comprehensive framework for understanding and predicting behaviors related to job attitudes. The TPB emphasizes the importance of behavioral intentions, attitudes, subjective norms, and perceived behavioral control in influencing behavior. In the context of the study, the TPB can help analyze how employees' attitudes, intentions, and perceived control impact their job performance and satisfaction levels.

According to the TPB, attitudes reflect employees' positive or negative evaluations of their work environment, which can influence their behavior. Behavioral intentions, driven by motivation and perceived control, play a crucial role in determining the likelihood of engaging in specific behaviors related to job performance and satisfaction. Subjective norms, representing social influences, and perceived behavioral control, indicating the ease or difficulty of performing behaviors, further shape employees' actions in the workplace.

In addition, the TPB emphasized that any action a person takes is guided by three types of considerations: behavioral beliefs (beliefs about the probable consequences of the practiced behavior), normative beliefs (beliefs about the normative expectations of other people), and control beliefs (beliefs about the presence of factors that may enable or obstruct the performance of the behavior). Behavioral beliefs normally result in a favorable or



unfavorable attitude toward a specific behavior, normative beliefs result in perceived social pressure or subjective norms, and control beliefs trigger perceived behavioral control. Usually, the greater the favorable behavior, subjective norm, and perceived control, the stronger the person's intention to perform the behavior in question.

By applying the TPB to the study on working attitudes, job performance, and satisfaction levels of employees, researchers can gain insights into how these key constructs interact to influence employee behavior. Understanding the interplay between attitudes, intentions, norms, and perceived control can provide valuable information on how to enhance job satisfaction, organizational commitment, and overall performance within an organization.

Moreover, the Social Exchange Theory (SET) provides support to the current study, SET was developed by Homan (1958) which stretched valuable insights into the dynamics of relationships between employees and their leaders, which can significantly impact organizational outcomes. SET emphasizes the importance of social interactions, reciprocity, and exchanges in shaping employee attitudes and behaviors within the workplace. According to SET, employees engage in a give-and-take relationship with their organization and leaders, where they weigh the costs and benefits of their interactions. Positive social exchanges, such as perceived support from leaders and high-quality relationships (Leader-Member-Exchange-LMX), can lead to increased organizational commitment, enhanced job performance, and improved job satisfaction among employees. This theory highlights the significance of fairness, justice, and positive social interactions in influencing employee attitudes and behaviors.

Incorporating SET in this study, it can explore how the quality of social exchanges, perceived organizational support, and leader-member relationships impact employee engagement, commitment, and overall performance. Understanding the mechanisms of social exchange within the workplace can provide valuable insights into how organizations can foster positive relationships, support employee well-being, and ultimately enhance job satisfaction and performance levels.

Thus, by integrating these theoretical perspectives on job attitudes, performance, and organizational commitment, the research study can comprehensively analyze the relationships between employee attitudes, job performance, and satisfaction levels, providing a solid theoretical foundation for understanding and improving employee outcomes in the workplace.

Conceptual Framework

The framework shows the profile of the respondents, working attitudes, job performance and satisfaction level.

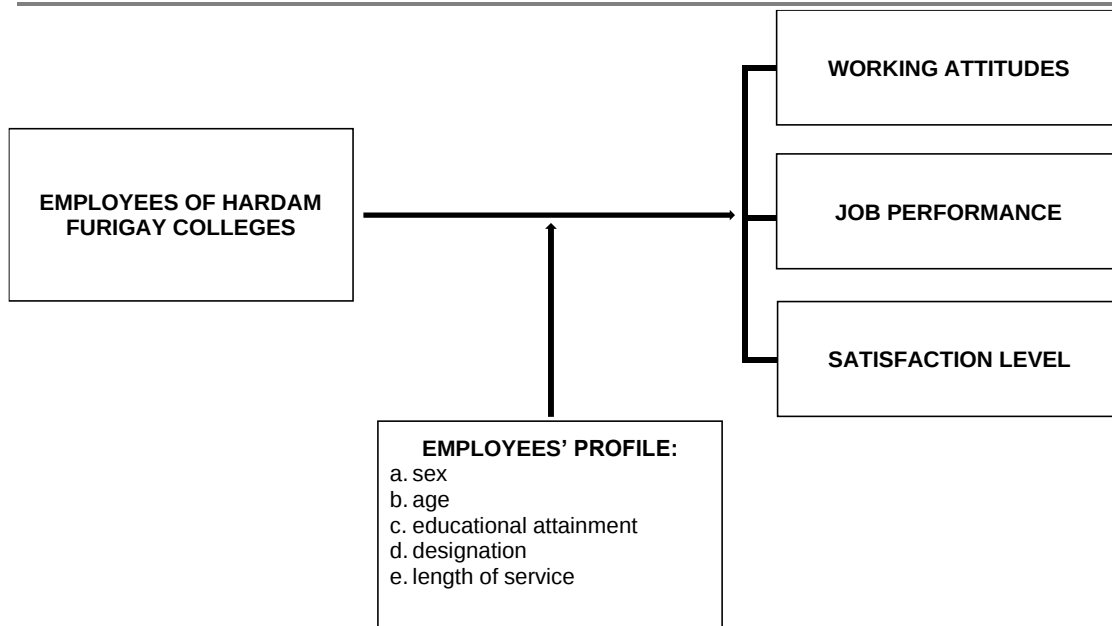


Figure 1

The Interplay of the Variables in the Study

The paradigm shows the relationship of the variables in the study. The data on employees' profile, working attitudes, performance and job satisfaction level will be gathered from among teaching staff of Hardam Furigay Colleges Foundation Incorporated.

"Employees' of hardam Furigay Colleges Foundation Inc" serves as the dependent variable, whereas, "Working Attitudes", "Job Performance", and "Satisfaction Level" serve as the independent variable. "Employees' Demographic Profile in terms of sex, age, educational attainment, designation, and length of service" serves as the control variables.

Furthermore, it also illustrates the relationship between working attitudes job performance, and satisfaction level among the employees, as well as, significant difference in the level of working attitude, job performance, and satisfaction level when data will be classified according to their profile.

Statement of the Problem

This study assessed the working attitudes, job performance, and satisfaction level of employees in Hardam Furigay Colleges Foundation Incorporated. Specifically, this study sought to answer the following problems:

1. What is the demographic profile of the respondents in terms of:
 - 1.1. sex
 - 1.2. age
 - 1.3. educational attainment
 - 1.4. designation
 - 1.5. length of service
2. What is the level of working attitudes in terms of:
 - 2.1. organizational commitment



- 2.2. employee engagement
 - 2.3. emotional connect
 - 2.4. personal issue and problem
3. What is the level of job performance of employees?
4. What is the satisfaction level of employees in terms of:
 - 4.1. compensation and benefits
 - 4.2. social relationship
 - 4.3. work conditions
 - 4.4. growth and development opportunities
5. Is there a significant relationship between the level of working attitudes and performance?
6. Is there a significant relationship between the level of working attitudes and satisfaction level?
7. Is there a significant relationship between the performance and satisfaction level?

Hypotheses

This study was guided by a null hypothesis tested at 0.05 level of significance. Thus, this study hypothesized that:

There is no significant relationship between the level of working attitudes and performance.

There is no significant relationship between the level of working attitudes and satisfaction level.

There is no significant relationship between the performance and satisfaction level.

Scope and Delimitation

This study focused on the working attitudes, job performance, and satisfaction level of the employees in Hardam Furigay Colleges Foundation Incorporated. The respondents of the study were all the teaching staff of the institution. This study employed descriptive-correlational research design and used total enumeration as sampling technique to determine the sample size.

This study delimited only to assessing the level of working attitudes in terms of organizational commitment, employee engagement, emotional connect, personal issue and problem, job performance, and satisfaction level in terms of compensation and benefits, social relationship, work conditions, and growth and development opportunities. Also, this study aimed to determine if there is significant relationship between working attitudes, performance, and satisfaction level. This was conducted during the school year 2023-2024.

Significance of the Study

The findings of the study will be beneficial to the following:

School President, findings of the study can provide valuable insights into enhancing the overall work environment and performance within the institution. By understanding the relationship between employee happiness, job performance, and satisfaction levels, it can help in fostering a positive work culture, improving employee morale, and ultimately enhancing productivity. The management can develop strategies to boost



employee satisfaction, motivation, and engagement, leading to a more efficient and harmonious work environment.

Employees, the results of the study can shed light on the correlations between happiness at work, job performance, and turnover intentions. Understanding how meaningful work, feeling appreciated by coworkers, and enjoying daily tasks can predict happiness at work and reduce turnover intentions can empower employees to enhance their work attitudes, performance, and overall job satisfaction. Employees can strive to align their roles with their life purpose, seek appreciation, and find enjoyment in their tasks, ultimately leading to a more fulfilling and productive work experience

Future Researchers, the results of the study can serve as springboard to explore the impact of job satisfaction on organizational performance, employee engagement, and overall well-being. The findings highlight the significance of purpose and meaning in the work context, providing a foundation for further research on how positive work attitudes can lead to improved job performance, employee retention, and organizational success.

Definition of Terms

To establish a clear understanding on the content of the study, hence, the following key terms were operationally defined.

Employees, refers to the respondents hired by the organization to perform specific tasks or roles within the institution. It includes elementary, junior and senior high teachers, and college instructors.

Sex, refers to the sexual orientation or characteristics of the respondents that categorize as male or female.

Age, it refers to the number of years the respondent has lived, which categorized into different age groups such as, 21 to 30 years old, 31 to 40 years old, 41 to 50 years old, and 51 years old and above.

Educational Attainment, it refers to the highest level of education completed by the respondents, which categorized into bachelor's degree, with master's units, full-fledged master's degree, with doctorate units, full-fledged doctorate degree.

Designation, it refers to the respondent's specific job title or position held within an organization. This can be classified as elementary teacher, junior high school teacher, senior high school teacher, college instructor, and graduate studies professor.

Length of Service, refers to the duration of time the respondent has been employed within the organization. This can be categorized into, 1-3 years, 4-6 years, 7-9 years, 10 years and above.

Working Attitudes, it refers to the respondents' attitudes, beliefs, and perceptions towards their work, colleagues, and the organization.

Organizational Commitment, refers to the respondents' emotional attachment and loyalty towards the organization. It reflects the dedication, identification, and involvement of employees with the goals and values of the institution.

Employee Engagement, this refers to the respondents' level of emotional commitment, motivation, and involvement towards their work and the organization.

Emotional Connect, refers to the respondents' emotional bond or connection feel towards their work, colleagues, and the organization.

Personal Issue and Problem: refers to the challenges, concerns, or conflicts that respondents may face in their personal lives or within the workplace.

Job Performance, it refers to the effectiveness, efficiency, and quality of work output demonstrated by respondents in fulfilling their job responsibilities.

Satisfaction Level, it refers to the respondents' degree of contentment, fulfillment, and happiness experience in their work environment. This includes, compensation and benefits, social relationship, work conditions, and growth and development opportunities. These reflect the alignment between expectations, needs, and actual experiences in the workplace.

Compensation and Benefits, it refers to the financial and non-financial rewards provided to the respondents in exchange for their work. Compensation and benefits include salaries, bonuses, insurance, retirement plans, and other perks offered by the organization.

Social Relationship, it refers to the respondents' interactions, connections, and networks establish with their colleagues, supervisors, and other stakeholders within the organization.

Work Conditions: refers to the physical, environmental, and psychological factors present in the workplace that can influence respondents' well-being and performance. Work conditions include aspects such as safety, comfort, workload, and organizational culture.

Growth and Development Opportunities, it refers to the organization's programs developed for employees to enhance their skills, knowledge, and career prospects within the organization.

RELATED LITERATURE AND STUDIES

This chapter provides a comprehensive review of literature and studies delving into the complex relationship among employee attitudes, job performance, and satisfaction levels. It sheds light on the pivotal attitudes influencing how employees perceive their work environment.

Related Literature

Employee Performance

Employee performance or job performance as interchangeably used is a multi-dimensional concept. This is because employee performance is determined by more than one kind of behavior, and influenced by lots of determinants (Mawoli and Babandako, 2011; Alromaihi et. al, 2017).

Job performance is one of the most important dependent variables. There are two types of employee behavior that are necessary for organizational effectiveness: task performance and contextual performance. Contextually, performance is defined as individual efforts that are not directly related to their main task functions. However, these behaviors are important because they shape the organizational, social, and psychological contexts serving as the critical catalyst for task activities and processes, Werner (2000).

According to Armstrong and Taylor (2014) employee performance as a multi-dimensional concept consisting of two aspects namely the behavioral which entails the process and the outcome that entails the result aspect. Sonnetag, Volmer and Spsychala (2008) described behavioral aspect as what people do at work while the outcome aspect refers to the results of the individual behaviors

Similarly, Robbins and Judge (2013) opined that three major types of behavior constitute employee performance namely: task performance, citizenship and counter-productive performance. They described 'task performance or the in-role performance' as involving the discharge of duties and responsibilities that contribute to the production of a good, service or administrative task whereas 'organizational citizenship or contextual behavior' is explained as actions that contribute to the psychological environment of the organization such as voluntary support for others, support for organizational objectives and treating co-workers with respect. The third type of

employee behavior is termed ‘counterproductivity’ and as a negative behavior entails the actions that actively damage the organization which include stealing, damaging company property and behaving aggressively towards co-workers.

From a general perspective, Laosebikan et. al, (2018) defined employee performance as a concept that generally refers to whether a person performs his or her job well or not. Similarly, Darma and Supriyanto (2017) opined that employee performance reflects how well employees meet the requirements of a job. Anitha (2014) described employee performance as a concept that depicts the financial and non-financial outcome of the employee which is instrumental for organizational performance and success. Specifically, Ndulue and Ekechukwu (2016) defined employee performance as a function of individual ability, skill and effort in a given situation.

In a nutshell, Alromaihi et. al, (2017) defined employee performance as behavior that accomplishes results. Similarly, Lham (2009) defined job performance as the act of performing or doing something successfully using knowledge as distinguished from merely possessing it. Mei-ying and Lee (2011) opined that job performance is the overall performance in meeting the expected quality and achievement of tasks under the policy and time requirements of the organization. Ahmad and Shahzad (2011) viewed job performance as symbolizing the broad belief of the personnel about the behaviour and contributions towards the achievement of the organizational goals.

From human resource perspective, Khan, Yusoff, Hussain and Ismail (2019) defined employee job performance as the perspective of those factors either human resource practices which have direct impact on such relationship. Pintea and Achim (2010) referred to job performance as action, the result of action (by comparing its results with a benchmark) and success. According to Liao et. al, (2012) job performance is the standard for advancements, redundancy, rewards, punishments, review and salary changes.

Career Advancement and Employee Performance

Career advancement is often described as an upward progression in employee career. Opportunity in career advancement have been shown to be a significant determinant of employee performance. Motivation is one of important instruments in inducing employees to produce effective and efficient results, and to create a positive work environment and to successfully execute the anticipated programs. Herzberg two factor theory enlisted career advancement as one of the motivators tied to the job content that facilitate job satisfaction.

For instance, Azar and Shafighi (2013) examined the effect of work motivation on employee’s performance with a finding that opportunity for career advancement and development positively impacted on employee performance. Whereas Herzberg recognized career advancement as intrinsic factor inherent in the job content and serve as a motivation mechanism stimulate employee performance through facilitation of employee growth. Vroom expectancy theory depicts that such employee perceived opportunity for career advancement and its instrumentality to greater empowerment and benefits motivates employee to perform at their best. Thus, opportunity for career advancement is expected to influence employee performance.

Responsibility and Employee Performance

Responsibility often has to do with employee empowerment in terms of job enlargement and the accompanying authority that come with it. As defined in the context of this study, responsibility refers to the satisfaction an employee derived from having control over his work and that of others.

According to Dugguh and Ayaga (2014) responsibility is “granting additional authority to employees in their activity, giving them enough job freedom and power so that they feel they ‘own’ the results are ways of giving them responsibility”. As employee grows through a job, they seek for challenging and meaningful responsibilities which is pivotal to their needs’ fulfillment and personal development. Thus, such expectations shape their motivation and to a large extent influence their task performance. This is in accordance with the principle of Herzberg two factory theory which suggest that motivational factors like responsibility stimulates employees overall job satisfaction through satisfaction of their growth needs.

Abdullah and Wan (2013) based on theoretical and empirical evidences provided support that nonmonetary incentives and job satisfaction significantly and positively influence job performance particularly when a variety of non-monetary incentives are integrated in motivation of employees within an organization.

Leadership, Organizational Commitment, and Job Involvement

Leaders have been identified as ethical stewards who create organizational systems which support their values. In services, leadership is about “purpose-process-people” rather than “strategy-structure systems” therefore, leadership is vital to attract the best talent and best leverage their skills and knowledge. Leaders are intrinsic to the adoption of brand values. Leaders are assessed, amongst other metrics, on the basis of their perceived brand values, Rahiman and Kodikal (2017).

Organizational commitment is defined as the employee’s feelings of obligation to stay with the organization: feelings resulting from the internalization of normative pressures exerted on an individual prior to entry or following entry. According to Meyer and Allen (1991), organizational commitment can take three distinct forms. Affective commitment refers to identification with, involvement in, and emotional attachment to the organization, in the sense that employees with strong affective commitment remain with the organization because they want to do so. Continuance commitment refers to commitment based on employee’s recognition of the costs associated with leaving the organization.

Work involvement refers to employee perceptions of the concern and dedication who show for their job. Generally, a workplace appraised as consisting of motivated employees, willing to do more “than just put in their time” is apt to be interpreted as beneficial, (James, James and Ashe, 1990).

Dimension of Job performance

According to Milkovich and Widgor (1991) some researchers have concentrated their efforts on defining job performance in terms of outcomes; others have examined job behaviors; still others have studied personal traits such as conscientiousness or leadership orientation as correlates of successful performance. In addition, job performance is made up of complex set of interacting factors, some of them attribute to the job, some to the worker and some to the environment.

However, Motowildo (2003) tied performance only to behaviors that can make a difference to organizational goal accomplishment rather than to the result of that behavior because there are situational constraints and opportunities which affects valued organizational results without necessarily affecting individuals’ performance behaviors. Furthermore, he defined eight behavioral dimensions of performance, which are job-specific proficiency, non-Job Specific task proficiency, written and oral communications, demonstrating effort, maintaining personal discipline, facilitating peer and team performance, supervision and management/administration.

Campbell (1990) behavioral dimensions it can be derived that there are task performances and non-task performance behaviors which result to expected organizational value.

Sulaiman et. al, (2013) stated that performance definitions should focus on behaviors rather than outcomes because a focus on outcomes could lead employee to find the easiest way to achieve the desired result, which is likely to be detrimental to the organization because other important behaviors will not be performed.

Sonnentag et. al, (2008) stated that task performance covers the fulfillment of the requirements that are part of the contract between the employer and employee and contextual performance consists of behavior that does not directly contribute to organizational performance but supports the organizational, social and psychological environment. In addition, five factors were identified to task performance: job-specific proficiency, non-Job Specific task proficiency, written and oral communication proficiency, supervision and management/administration.



Job Satisfaction

Job satisfaction is defined as a positive or pleasant emotional state resulting from a person's appreciation of his/her own job or experience. It is the attitude of workers toward their job, rewards that they get, the social, organizational, and physical characteristics of the environment in which they perform their working activities. Hence, it is the general attitude of an individual toward his/her job,

According to Zhu (2013) the development and conceptualization of job satisfaction follows the line from single perspective to multiple perspectives and also reflect a cognitive process from overall perception to specific cognition.

Herzberg (1959) observed that extrinsic aspect of one's job classified as hygiene factors such as salary, company policy, promotion, relationship with coworkers among others are primary disruptions in the external context while intrinsic aspect of one job classified as the motivators like opportunity for career advancement, achievement, recognition, responsibility among others deals with internal state of mind. It is on this note that Smerek and Peterson (2007) concluded that the concept of job satisfaction should be viewed as a dual concept that affects employee in a distinct yet crucial ways.

Taking into cognizance of this assertion, Zhu (2013) made a distinction that while affective job satisfaction deals with emotional and feelings of employee with respect to their job, cognitive evaluation of job satisfaction being relative and comparative in nature anchors on evaluation of working conditions, opportunities and output. This implies that cognitive aspect of job satisfaction is devoid of emotional dependency whereas affective job satisfaction is built on emotions and feelings in relation to an employee job.

Kalleberg (1977) argued that job satisfaction is an employee's normal attitude to job. He buttressed that an employee balances his or her satisfaction or dissatisfaction to different parts of the job and finally forms an overall conclusion as to whether the job is satisfying or not. In line with this assertion, it is concluded that no adequate conceptualization exists which systematically links individual differences to the factors that affect attainment of job satisfaction. Therefore, job satisfaction remains a contested and multi-facet concept.

In spite of the differences in conceptualization of job satisfaction, there is a consensus among scholars that workers have needs and that satisfactory job attitudes are function of congruence between the needs of an individual and the job situation (David & Venatus, 2019). It is on this premise that the researchers operationalize job satisfaction as the degree of need satisfaction derived from employee evaluation of the intrinsic and extrinsic aspect of his or her job.

Alemnew (2014) pointed out that there are different factors that affect job satisfaction like job itself, company policies and practices, advancement, compensation, rewards, challenge, work group, work status, co-workers, creativity, moral values, flexibility in enrichment, style of leadership, marketing stand of the company, recognition, responsibility, job safety and security, social status, supervision, variety, working conditions and the extent of transparency in communication.

Factors affecting of Job Satisfaction

Different literatures showed that there are different factors that affect job satisfaction. Some of the factors are personal and some of others are organizational factors.

George and Jones (2008) stated four factors that affect the level of job satisfaction a person experiences: personality, values, the work situation and social influence. In addition, it is stated that the work situation includes the work itself, co-workers, supervisors and subordinates, physical working condition, working hours, pay and job security. Work itself is the most important factor and source of job satisfaction.

Robbins (2009) indicate that the more important factors conducive to job satisfaction are mentally challenging work, equitable rewards, supportive working condition and supportive colleagues includes pay and promotion in equitable reward facet.



Luthans (2005) states supervision is one of the factors that affect job satisfaction. Furthermore, he identified the most important characteristics of job about which employees have affective responses. These factors are the work itself, pay, promotion opportunities, supervision and coworkers”.

Opkara (2004) stated that personal factors such as gender, education, experience and management level are positively related to job satisfaction and job satisfaction is affected by work, pay, supervision, promotion, co-workers and overall.

Sowmya and Pancanatham (2001) also showed that pay and promotion, organizational aspect, supervisor behavior, job and working condition and co-worker behavior are factors influencing job satisfaction of banking sector employees in Chennai, India.

Relationship between Job satisfaction and Job performance

In meta-analysis review, Judge et al. (2001) stated coined that there are seven different general models to show the relationship between job satisfaction and job performance. These are job satisfaction causes job performance, job performance causes job satisfaction, job satisfaction and job performance are reciprocally related, the relationship between job satisfaction and job performance is spurious, the relationship between job satisfaction and job performance is moderated by other variables, there is no relationship between job satisfaction and job performance and lastly alternative conceptualizations of job satisfaction and/or job performance.

In Meta- analytic study conducted by Iffaldano and Muchinsky (1985), demonstrated that the best estimate of the true population correlation between satisfaction and performance is relatively low and conclude that job satisfaction and job performance were only slightly related to each other. Alf and Bassem (1985) supported the study by stating that for the relationship between job satisfaction and performance; the results show no significant relationship.

Impact of Pay on Job Satisfaction and Performance

According to Luthans (2005), “Money not only helps people attain their basic needs but is also an instrumental in providing upper- level need satisfaction”. It is also stated that when pay is seen as fair based on job demands, individual skill level, and community pay standards, satisfaction is likely to result. “Pay has significant impact on job satisfaction and performance especially when employees seek pay systems that are perceived as just, unambiguous, and in line with their expectations”, (Funmilola et. al, 2013).

Tesema and Soeters (2006) found that compensation has significant impact on job satisfaction and performance. Opkara (2004) stated that lower salaries translated into decreased satisfaction; low satisfaction translates into low morale, poor performance, and ultimately low productivity.

Impact of Promotion Opportunities on Job Satisfaction and Performance

According to Robbins (2009) promotions provide opportunities for personal growth, more responsibilities, and increased social status. Individuals who perceive that promotion decisions are made in a fair and just manner are likely to experience satisfaction from their jobs.

Tesema and Soeters (2006) stated that compensation has significant impact on job satisfaction and performance. Furthermore, Funmilola et. al, (2013) stated that, employee’s opportunities for promotion will exert an influence on job satisfaction and performance. Quality of supervisor-subordinate relationship has significant, positive influence on the employee’s job satisfaction and performance.

According to Luthans (2005), Impact of Supervision on job satisfaction and performance supervision is moderately important source of job satisfaction. Employee centeredness and participation or influences are two dimensions of supervisory style that affect job satisfaction.

Impact of Supervision on Job Satisfaction and Performance



According to Luthans (2005) supervision is moderately important source of job satisfaction. Employee centeredness and participation or influences are two dimensions of supervisory style that affect job satisfaction.

Funmilola et. al, (2013) opined that quality of supervisor-subordinate relationship has significant, positive influence on the employee's job satisfaction and performance.

Impact of Co-Worker on Job Satisfaction and Performance

According to Robbins (2009) having friendly and supportive co-workers leads to increased job satisfaction. Luthans (2005, p.213) also stated that friendly, cooperative coworkers or team members are a modest source of job satisfaction to individual employees. Khan et al. (2012) showed that co- workers have impact on job satisfaction and performance.

Impact of Work Itself on Job Satisfaction and Performance

Luthans (2005) stated that the content of the work itself is a major source of satisfaction. According to Robbins (2009) employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they are doing.

Funmilola et. al, (2013) suggests that, when opportunities are given to employees to advance in their field of work, it will enhance job satisfaction and performance.

Related Studies

Foreign

A study conducted by Okolocha et. Al, (2021) on "Effect of Job Satisfaction on Job Performance of University Lecturers in South-East, Nigeria" which aimed to the effect of job satisfaction on job performance of university lecturers in south-East of Nigeria. Findings disclosed that, responsibility, career advancement, has positive significant effect on the job performance of the academic staff of public universities in South-East, Nigeria. It is recommended that, Academic staff should be empowered through meaningful responsibilities in terms of job enlargement, job enrichment and authority that come with it. This will enhance academic staff job satisfaction as they will derive a sense of accountability and authority over their work and that of others. This is expected to trigger better performance among academic staff as they feel empowered and accountable in their job.

In the same manner, Rahiman and Kodikal (2017) in their study "Impact of Employee Work Related Attitudes on Job Performance" which investigated the impact of factors that lead to better productivity of employees. Findings revealed that, job satisfaction, leadership, job Commitment, and job involvement have significant with performance of the employees. Job satisfaction, leadership, job commitment and job involvement are directly influence and found to be have significant relationship and it is evident that, performance of employees' health sector are influenced by all the dimensions under study. When it comes to the impact of organizational leadership, male respondents seem to be more contented than female, in marital status of employees was concerned married respondents are happier than unmarried respondent. In terms of age and experience, younger respondents are compliant with organizational regulation than senior employees. Job commitment generally contribute more to productivity of organization, it shows that male respondents are more committed than female, and when it comes to marital status, married respondents are more committed than the unmarried respondents. In terms of age and experience of respondents, junior and moderate experienced are more committed than senior and more experienced employees. Job involvement is usually increasing performance of the employees. It shows that, male is less involved than female respondents and in marital status of respondent it shows that concerned married are less involved than unmarried. When it comes to their age and experience, senior and experienced are more involved than the junior and less experienced employees.

Also, Alemnew (2014) conducted a study on “Impact of Job Satisfaction on Employee Job Performance at Development Bank of Ethiopia” which investigated the relationship and impact of job satisfaction on employee job performance at Development Bank of Ethiopia. Results disclosed that, pay, promotional opportunities, co-workers, supervisor and work itself are considered as variables that affect job satisfaction of employees. There were different views on the relationship between job satisfaction and job performance. This concludes that, job satisfaction has a strong positive impact on job performance. In addition, there is a moderately positive correlation between pay, promotional opportunities, co-workers, work itself and job performance and a strong positive correlation between supervisor and job performance.

Likewise, Saka and Salman (2014) conducted a study entitled “An Assessment of the Levels of Job Motivation and Satisfaction as Predictors of Job Performance of Library Personnel in Nigerian Universities” which aimed to investigate the levels of motivation, job satisfaction and job performance of library personnel in government and privately-owned universities in North-Central, Nigeria. Findings revealed that, showed moderate level of motivation and job satisfaction respectively while there was high level of job performance of library personnel. The study recommended that the management of universities in the North-Central Nigeria should take note of the following areas: adequate job design, description and employees’ participation in decision making/leadership training, recognition and in-service training program for library personnel. Other recommendation include: encouragement for library personnel to enhance job commitment and to be more predispose to critical thinking in order to be able to solve library related problems.

In the same vein, Funmilola et. Al, (2013) on their study “Impact of Job Satisfaction Dimensions on Job Performance in A Small and Medium Enterprise in Ibadan, South Western, Nigeria” which examined the impact of job satisfaction dimensions on job performance of employees in Small and Medium Enterprises. The findings revealed that, job satisfaction dimensions have significant effect on job performance. Also, job satisfaction dimensions jointly predict job performance, which accounted for 33% variance of job performance. It was concluded that, SMEs operators should use this job satisfaction dimensions as policy instruments for retention and as strategies which have the tendency to reduce employee turnover and enhance job performance.

Furthermore, Zeffane and Ibrahim (2007) on their study “Exploring the Differential Impact of Job Satisfaction on Employee Attendance and Conduct: The Case of a Utility Company in the United Arab Emirates” which explored the impact of job satisfaction on employee attendance and conduct. The findings disclosed that, significant differences on aspects of job satisfaction and performance between the two gender groups (i.e. males vs females). In general, female respondents were less satisfied with various aspects of their jobs and the job context than their male counterparts. Similarly, they tended to be less performing than their male counterparts on a number of job performance criteria. This pattern is indicative of an underlying linkage between satisfaction and performance, particularly in relation to gender groups.

Crossman and Abou-Zaki (2003) ventured on a study entitled “Job Satisfaction and Employee Performance of Lebanese Banking Staff” which delved to investigate the relationships between job satisfaction, individual job facets, socio-demographic variables and job performance. Results revealed that, job satisfaction is not independent in all job facets and that satisfaction with one facet might lead to satisfaction with another. Female employees were found to be less satisfied with all facets except pay. Those with lower educational qualifications were least satisfied. Self-reported job performance was found to increase with tenure.

Local studies

Licudan-Credo and Naparota (2022) ventured on a study “Job Satisfaction and Quality of Work Life among Government Employees in the Municipality of Liloy Zamboanga Del Norte, Philippines” which aimed to assess the job satisfaction and quality of work life of the government employees in the Municipality of Liloy during the calendar year 2020. Findings disclosed that, the perceived level of employees' job satisfaction is strongly agreed upon and highly satisfied. In addition, the study discovered that the respondents' perceived quality of work life is strongly agreed upon and described to a very large extent. The study found no significant difference in the perceived level of employees' job satisfaction regarding age, sex, and level of education. Moreover, there is no significant difference in the perceived level of employees' quality work of life in terms of age, sex, and



level of education. Furthermore, the study revealed a significant relationship between job satisfaction and employees' quality work of life in the Local Government Unit of Liloy. This indicates that job satisfaction is significantly related to quality work of life.

In the same manner, Abdurahman (2020) conducted a study on "Job Satisfaction and Performance of the Secondary School Teachers in the Schools Division of Sulu, Philippines" which determined the underlying factors that influence the secondary school teachers' job satisfaction and performance in the Division of Sulu, Mindanao, Philippines. Results showed that, the administrators sometimes performed their duties as expected of them. The secondary school teachers were satisfied with their present pay; supervisors, and their colleagues were neutral with their safety and working conditions. The secondary school teachers were rated "Good" in the presentation of their lessons, expected student behavior, and wrap up. The teachers' personal and professional characteristics did not significantly influence their performance. The administrators' leadership behavior was significantly related to the job satisfaction of the teachers. There was a significant relationship between job satisfaction and performance of the secondary school teachers in the Division of Sulu, Philippines.

Another study conducted by Jimenez (2020) on "Emotional Quotient, Work Attitude and Teaching Performance of Secondary School Teachers" which aimed to determine the emotional quotient, work attitude, and teaching performance of secondary school teachers. Findings disclosed that, the emotional quotient of the secondary school teacher was "high". The work attitudes of teachers in terms of sense of efficacy, sense of community, and a sense of professional interest was "very high". In addition, the respondents also got a "very satisfactory" rating in their teaching performance. The teachers' emotional quotient and their teaching performance were significantly correlated. It was also found that there was a significant correlation between teachers' work attitude in terms of the sense of efficacy and their teaching performance. It was also revealed that there was a significant difference among the respondents' work attitudes when grouped according to gender, educational attainment, and length of service.

Moreover, Basilio et. Al, (2017) on their study "Job Satisfaction Levels of PNP Employees in a Provincial City" which focused on assessing the job satisfaction of the employees of PNP in Batangas City, Philippines. It aimed to evaluate their satisfaction levels in terms of compensation and benefits, working condition and work itself, interpersonal relationship and supervision, and policies and recognition. Results disclosed that, employees of PNP Batangas City were 26 - 35 years old, married, has a tenure of 5 years and below, and with a salary range of Php. 20,001 - 25,000; the employees of Batangas City PNP are satisfied with their jobs across all job satisfaction factors; there are significant differences in the responses towards job satisfaction when grouped according to profile variables for the category compensation and benefits, significant differences towards job satisfaction when grouped according to profile variables of civil status, tenure, and salary range for working condition and work itself, significant differences towards job satisfaction when grouped according to salary range for interpersonal relationships and supervision, significant differences towards job satisfaction when grouped according to salary range for the category of policies and recognition.

Also, Dalluay and Jalagat (2016) conducted research on "Impacts of Leadership Style Effectiveness of Managers and Department Heads to Employees' Job Satisfaction and Performance on Selected Small-Scale Businesses in Cavite, Philippines" which centered on determining the impact of leadership style effectiveness of managers and department heads to employees' job satisfaction and performance. The results showed that, the leadership style prevalent is the participative leadership, the impact of the leadership style on employees' job satisfaction is satisfactory as well as increased productivity in terms of performance. Leadership styles significantly impacts both job satisfaction and performance. It was concluded that the company should continuously utilized and sustain the participative leadership style which will promote employees' productive performance and satisfactory level of job satisfaction although there is always room for improvement.

In addition, Ayap and Macalalad (2015) on their study "Work Values and Job Satisfaction among Seafarers in J-Phil Marine Incorporated" which identified the level of work values and job satisfaction of the seafarers and staff in J-Phil Marine Incorporated. Findings revealed that, the respondents of J-Phil Marine Inc. consider very important are the intellectual achievement, familial and inter-personal aspects, while subscales of work values important. Respondents are highly satisfied in their job. Age, length of service, monthly income and educational



attainment are highly influence/related to the work values. Gender and civil status are both not influenced/related to the work values of the respondents. In job satisfaction, the age and length of service are influenced, while the rest of variables of the respondents are not influenced. Highly significant relationships on the work values and job satisfaction are from the familial, interpersonal, managerial, material, occupational, religious, organizational and variety of aspects while environmental and intellectual achievement are significant to them.

While, Tiu et. Al, (2013) on their study “Competencies, Work Attitudes and Traits of Librarians in the 21st Century of Selected Private and Public Colleges in Region 4A, Philippines” which aimed to evaluate the competencies, work attitudes and traits of librarians in the 21st century and to determine how the professional and personal competencies of the respondent-librarians relate to their work attitude, factors affecting their work attitudes and traits. Findings indicated that, there was a moderate correlation between professional competencies and traits of librarians, for personal competencies and traits of librarians, no significant relationship was found among education, service commitment, leadership, flexibility, and ethics.

Lastly, Usop et. Al, (2013) on their study “Work Performance and Job Satisfaction Among Teachers” which attempted to find out the relationship of work performance and job satisfaction among teachers of Division of Cotabato City. Results revealed that, the teachers of Division of Cotabato City display a high level of performance. They were contented with their job satisfaction facets such as school policies, supervision, pay, interpersonal relations, opportunities for promotion and growth, working conditions, work itself, achievement, recognition, and responsibility. This implies that a teacher’s satisfied with their job is also a productive one.

RESEARCH METHODS

This chapter outlines the systematic framework employed to investigate and analyze the relationships between employee attitudes, job performance, and satisfaction levels. This includes the research design, locale, respondents and sampling techniques, instrumentation, data collection methods, and analytical tools utilized to gather and interpret data effectively.

Research Design

This study employed a descriptive-correlational design in order to assess and analyze the relationships between working attitudes, performance, and satisfaction level of employees in the institution. It is descriptive as this determined the profile of the employees in terms of sex, age, educational attainment, designation, and length of service. Also assessed the level of working attitude in terms of organizational commitment, employee engagement, emotional connect, personal issue and problem; job performance; and satisfaction level in terms of compensation and benefits, social relationship, work conditions, and growth and development opportunities. According to Cresswell (2012), descriptive research is a study that describes the characteristics of a population or phenomenon being studied. Primarily used to gain an understanding of a group or phenomenon. This involves collecting data through surveys, interviews, or observation. Descriptive research designs answer “Who, What, When, Where, Why, and How.”

Furthermore, a correlational approach was used to determine significant relationships between working attitudes, job performance, and satisfaction level among employees. A correlation is a statistical test to determine the tendency or pattern for two (or more) variables or two sets of data to vary consistently. The purpose of correlational research is to determine the relationship among two or more variables, Cresswell (2012).

Thus, utilizing this design enabled the researcher to uncovered and described the intricate relationships between key variables, providing valuable insights that can inform strategies for improving workplace dynamics, employee engagement, and overall job satisfaction levels.

Research Locale



The study was conducted within the premise of Hardam Furigay Colleges Foundation Incorporated. It is a private higher education institution located in Lamitan City, Basilan, BARMM and was founded in the year 2007 with its pioneer programs in Health Sciences, Information Technology, and Hospitality Management. The HFCFI has existing campuses in Isabela City, Maluso, Buli-Buli, Manggal, Saluping, and Lamitan City as the main campus. The institution focuses on reimagining learning by offering resources for learners to excel in school, explore career paths, and learn with purpose. Additionally, the institution collaborates with top companies and institutions to provide comprehensive educational support, making it a trusted resource for academic and career development.

Today, the school offers various programs, engineering, teacher, and criminal justice education, agriculture, social work, graduate studies, and including technical vocational and basic education addressed to the needs of time as the slogan goes “Build A Better Future”.

Population and Sampling Design

To determine the sample size of the study, the researcher used total enumeration sampling technique. This method enables the researcher to target individuals who possess certain characteristics that are crucial for the study. Cresswell (2012) stated that “to learn or understand the essential phenomenon, a researcher selects individuals and sites intentionally. This involves selecting participants as the researcher believes that they might contribute something to the analysis.

Research Instrument

To collect the data in this study, a researcher-made survey questionnaire was used to gather relevant information on respondent’s profile, working attitudes, and satisfaction level. Furthermore, in order to effectively assess job performance, a comprehensive performance evaluation rating sheet was used. Hence, the instrument is composed of different parts: the introduction which explains the purpose of the study as well as the consent to be undertaken by the respondents.

Part I of the instrument is designed to gather demographic information of the respondents such as sex, age, educational attainment, designation, and length of service.

Part II of the instrument is designed to assess the employee’s level of working attitudes in terms of organizational commitment, employee engagement, emotional connect, personal issue and problem. A total of 20 statements will be employed using 4-point Likert Scale which answers: (1) strongly disagree, (2) disagree, (3) agree, and (4) strongly agree.

Part III of the instrument is deliberated to assess employee’s satisfaction level in terms of compensation and benefits, social relationship, work conditions, and growth and development opportunities. A total of 20 statement will also be employed using 4-point Likert Scale which answers: (1) strongly disagree, (2) disagree, (3) agree, and (4) strongly agree.

Lastly, Part IV of the research instrument will be used to assess employee’s performance. A total of 20 statements will be employed using 5-point Likert Scale which answers: (1) needs improvement, (2) Fair, (3) Satisfactory, (4) Very Satisfactory, and (5) Excellent.

Validity and Reliability of the Research Instrument

In order to ensure the accuracy and consistency of the data to be collected. The instrument was subjected to content validation. Cresswell (2012) claims that validity is the degree to which all of the evidence points to the intended interpretation of test score for the proposed purpose. Hence, the researcher sought assistance from



experts as validators to assess the over-all suitability and applicability of the statements in order to generate data. Following validation, the instrument underwent pilot testing with a group of individuals sharing similar characteristics to the target respondents. The data collected during the pilot testing phase was analyzed using Cronbach's Alpha to assess the reliability and effectiveness of the instrument, and the results showed high reliability with $r=.905$ for employee's working attitude in terms of organizational commitment, employee engagement, emotional connect, personal issue and problem, moreover, an $r=.935$ for employee's satisfaction in terms of compensation and benefits, social relationship, work conditions, and growth and development opportunities, while an $r=.896$ for employee's performance.

Data Gathering and Procedures

To gather data, permission was sought from the office of the school president. Once permission granted, the researcher convened all target respondents for an orientation in order to discuss the purpose and objectives of the study. After the orientation, the researcher promptly distributed the questionnaires to the respondents, providing sufficient time for completion. Upon completion, the researcher promptly collected the questionnaires. The gathered data was then be tabulated, analyzed, and interpreted to derive significant insights and actionable recommendations.

Statistical Analysis of Data

The data gathered from the survey underwent several analyses using a computer-based statistical tool the SPSS. Thus, the following analyses was be employed:

Frequency and Percentage, was used to determine the distribution of respondent's demographic information such as sex, age, educational level, designation, and length of service. This will be used to answer Problem 1.

Weighted Mean, was used to assess the level of respondent's working attitude in terms of organizational commitment, employee engagement, emotional connect, personal issue and problem; job performance; and satisfaction level in terms of compensation and benefits, social relationship, work conditions, and growth and development opportunities. This will be used to answer Problem 2, 3, and 4.

Pearson Product Moment Correlation Coefficient (Pearson-r), was used to determine significant correlations between working attitudes, job performance, and satisfaction level. This statistical tool will determine the strength of relationship as well as significant correlations between the variables. This will be used to answer Problem 5, 6, and 7.

Presentation, Analysis, and Interpretation of Data

This chapter deals with the presentation, analysis, and interpretation of data gathered using the research instrument. Results and discussions are presented according to the stated problems of this study.

Problem 1.	What is the demographic profile of the respondents in terms of sex, age, educational attainment, designation, and length of service?
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Table 2

Profile of the Respondents in terms of Sex

n=71

Sex	F	%
Male	29	40.8
Female	42	59.2



Total	71	100.0
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Table 2 presents the profile of respondents based on sex displays total of 71 with 42 females (59.2%) and 29 males (40.8%). However, the narrative directly below Table 2 incorrectly describes a sample size of 52 individuals with 47 females (90.4%) and 5 males (9.6%).

Table 3

Profile of the Respondents in terms of Age

n=71

Age	F	%
21 to 30 Years Old	38	53.5
31 to 40 Years Old	26	36.6
41 to 50 Years Old	6	8.5
51 Years Old and Above	1	1.4
Total	71	100.0

Table 3 presents the profile of the respondents according to age, 38 (53.5%) falls within the 21 to 30 age group, this is followed by 26 (36.6%) aged 31 to 40, 6 (8.5%) aged 41 to 50, and 1 (1.4%) aged 51 and above, highlighting a predominant presence of individuals aged 21 to 30.

Table 4

Profile of the Respondents in terms of Educational Attainment

n=71

Educational Attainment	F	%
Bachelor's Degree	43	60.5
With Master's Units	20	28.2
Full-Fledged Master's	8	11.3
With Doctorate Units	0	0.0
Full-Fledged Doctor	0	0.0
Total	71	100.0

Table 4 presents the profile of the respondents according to educational attainment, 43 (60.5%) are bachelor's degree, 20 (28.2%) are with Master's Units, 8 (11.3%) are Full-fledged master's degree, 0 (0%) with doctorate units, and likewise for full-fledged doctor, indicating a predominant participant with bachelor's degree.

Table 5

Profile of the Respondents in terms of Designation

n=71

Designation	F	%
Elementary Teacher	12	16.9



JHS Teacher	8	11.3
SHS Teacher	12	16.9
College Instructor	39	54.9
Total	71	100.0

Table 5 presents the profile of the respondents in terms of designation, 39 (54.9%) are college instructors, this is followed by 12 (16.9%) which are elementary teachers and senior high school teachers, 8 (11.3%) are junior high school teacher, indicating that majority are college instructor respondents.

Table 6

Profile of the Respondents in terms of Length of Service

n=71

Length of Service	F	%
1 to 3 Years	43	60.6
4 to 6 Years	15	21.1
7 to 9 Years	7	9.9
10 Years and above	6	8.5
Total	71	100.0

Table 6 presents the profile of the respondents in terms of length of service. The data reveals that 43 (60.6%) are 1 to 3 years in the service, this is followed by 15 (21.1%) are 4 to 6 years in the service, 7 (9.9%) are 7 to 9 years in the service, and 6 (8.5%) are 10 years and above in the service, indicating that majority of the respondents are in 1 to 3 years of service.

Problem 2.	What is the level of working attitudes in terms of organizational commitment, employee engagement, emotional connect, and personal issue and problem?
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Table 7

Level of Working Attitudes in terms of Organizational Commitment

n=71

Statement	Mean	Description
1. I feel a strong sense of belonging to this organization.	3.85	Very High
2. I am proud to be a part of this organization.	3.97	Very High
3. I am willing to go the extra mile to help the organization succeed.	3.90	Very High
4. I am committed to the long-term goals and vision of the organization.	3.90	Very High
5. I am dedicated to contributing to the success of the organization.	3.94	Very High
Over-all Mean	3.91	Very High

Legend: 3.25-4.0 Very High 2.5-3.24 High 1.75-2.49 Moderate 1.0-1.74 Low



Table 7 revealed that the respondents generated the highest mean rating of 3.97 with description of very high in “I am proud to be part of this organization”. It implies that, employees feel a strong emotional connection to their workplace. Thus, this sense of pride can lead to increased motivation, job satisfaction, and loyalty, ultimately resulting in better performance and lower turnover rates.

This aligns with Meyer and Allen's (1991) three-component model of organizational commitment, which emphasizes affective commitment as a key driver of employee behavior. Affective commitment refers to an employee's emotional attachment to, identification with, and involvement in the organization. Employees who exhibit high affective commitment not only feel proud but are also more likely to engage positively with their work, leading to enhanced job performance and lower turnover rates (Mowday et al., 1982). Moreover, research has shown that employees who feel a strong sense of pride in their organization are more likely to act as brand ambassadors, promoting the organization's values both internally and externally (Albdour & Altarawneh, 2012). This sentiment can significantly enhance customer service and overall organizational reputation.

The second highest weighted mean was 3.94 described as very high in “I am dedicated to contributing to the success of the organization”. It means that, employees are highly engaged and committed to their work. Hence, this dedication can lead to increased productivity, proactive problem-solving, enhanced teamwork, a positive organizational culture, and improved overall performance outcomes for the organization.

Engagement encompasses not only emotional attachment but also cognitive and physical involvement in work tasks (Kahn, 1990). Engaged employees tend to exhibit higher levels of productivity, proactive problem-solving, and collaboration, which are essential for fostering a positive organizational culture (Bakker & Demerouti, 2008). Schaufeli and Salanova (2007) have established a direct correlation between employee engagement and various forms of organizational commitment. Their findings suggest that as engagement levels rise, so too does affective commitment. This relationship is crucial; organizations that invest in employee engagement initiatives often see substantial returns in terms of performance outcomes and employee retention.

On the other hand, the respondents generated the lowest mean rating of 3.85 described very high in “I feel a strong sense of belonging to this organization”. It implies that, while employees feel positively about their connection to the organization, there is an opportunity to strengthen this sense of belonging. Improving inclusivity and community within the workplace could enhance employee satisfaction and retention.

The concept of belongingness is critical; Baumeister and Leary (1995) argue that it is a fundamental human need that significantly influences motivation and well-being in the workplace. To address this gap, organizations should focus on enhancing inclusivity through targeted initiatives that foster community within the workplace. This could involve team-building activities, mentorship programs, or diversity training aimed at creating a more cohesive work environment. Enhancing employees' sense of belonging can lead to increased job satisfaction and loyalty, ultimately benefiting organizational performance.

In general, the respondents generated an overall mean of 3.91 which is described as very high in the level of working attitudes in terms of organizational commitment. This implies that, employees exhibit a strong commitment to organization.

Furthermore, this finding supports existing literature that links strong organizational commitment with positive workplace behaviors such as high job performance and citizenship activities (Mathieu & Zajac, 1990). Employees who identify closely with their organization's goals are more likely to exert considerable effort on its behalf, thereby enhancing overall productivity.

Table 8

Level of Working Attitudes in terms of Employee Engagement

n=71

Statement	Mean	Description
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1. I am enthusiastic and motivated to perform at my best every day.	3.92	Very High
2. I am fully engaged and passionate about the work I do.	3.86	Very High
3. I am committed to achieving my goals and contributing to the team's success.	3.94	Very High
4. I feel a sense of pride in my accomplishments and am eager to learn and grow.	3.93	Very High
5. I am invested in the overall success of the organization.	3.89	Very High
Over-all Mean	3.91	Very High

Legend: 3.25-4.0 Very High 2.5-3.24 High 1.75-2.49 Moderate 1.0-1.74 Low

As shown in Table 8, respondents generated the highest mean rating of 3.94 which is described very in “I am committed to achieving my goals and contributing to the team’s success”. It indicates that, employees are highly committed to achieving their goals and contributing to team success, suggesting strong employee engagement, a positive work environment characterized by collaboration and support, increased productivity, and lower turnover rates, which collectively reflect a healthy organizational culture that fosters engagement and teamwork.

This aligns with Kahn's (1990) foundational work on employee engagement, which defines it as the harnessing of one’s self to work roles. Recent studies emphasize this notion, indicating that engaged employees are more likely to demonstrate higher productivity and lower turnover rates (Bailey et al., 2023). For instance, a systematic review by Kwon and Kim (2023) highlights that emotional commitment significantly enhances individual performance and contributes positively to organizational outcomes.

The second highest mean was 3.93 described as very high in “I feel sense of pride in my accomplishments and am eager to learn and grow”. It means that, employees take pride in their accomplishments and are eager to learn and grow, suggesting a positive organizational culture that enhances job satisfaction, fosters a commitment to professional development, and helps attract and retain top talent.

This finding is consistent with research indicating that organizations fostering a culture of recognition and professional development see improved job satisfaction and retention (Farndale & Murrer, 2015). A recent study by Shuck et al. (2023) emphasizes that pride in one’s work not only boosts individual morale but also enhances organizational commitment, leading to better overall performance. Furthermore, Deci and Ryan's Self-Determination Theory supports this finding by suggesting that intrinsic motivation—such as pride in accomplishments—plays a crucial role in promoting engagement and job satisfaction (Deci & Ryan, 2000).

However, the respondents generated the lowest mean rating of 3.82 described as very high in “I am fully engaged and passionate about the work I do”. It implies that, while employees are generally engaged, there may be room for improvement in fostering deeper passion and enthusiasm for their work, which could enhance overall job satisfaction and productivity.

While overall engagement levels are commendable, literature suggests that deeper emotional connections can lead to enhanced job satisfaction (Salanova et al., 2005). Recent research underscores the significance of addressing these gaps; for example, a study by Kossyva et al. (2022) found that organizations implementing targeted engagement strategies can significantly improve employees' emotional attachment to their work.

In general, the result showed that the respondents generated an overall mean of 3.91 described as very high in the level of work attitudes in terms of employee engagement. This implies that that respondents exhibit a very high level of positive work attitudes, indicating strong commitment, motivation, and satisfaction within the organization.

Furthermore, this finding is supported by recent literature indicating that high levels of employee engagement are linked to improved individual performance and organizational effectiveness (Meyer et al., 2012). A

systematic literature review conducted by Zhang et al. (2023) further validates this relationship, showing that engaged employees contribute positively to customer satisfaction and financial performance.

Table 9

Level of Working Attitudes in terms of Emotional Connect

n=71

Statement	Mean	Description
1. I feel emotionally connected to my work, role, and the organization.	3.79	Very High
2. I have a strong emotional bond with the organization and its values.	3.79	Very High
3. I find fulfillment, purpose, and pride in my contributions.	3.77	Very High
4. I am emotionally invested in the success and well-being of my team.	3.82	Very High
5. I am deeply connected to the organization's values, mission, and sense of belonging.	3.90	Very High
Over-all Mean	3.81	Very High

Legend: 3.25-4.0 Very High 2.5-3.24 High 1.75-2.49 Moderate 1.0-1.74 Low

Illustrated in Table 9, employees generated the highest mean rating of 3.90 described as very high in “I am deeply connected to the organization’s values, mission, and sense of belonging”. It suggests that, employees feel a strong alignment with the organization’s values and mission. Additionally, it may result in higher retention rates, as employees who resonate with the organization's ideals are less inclined to leave. Overall, fostering this emotional connection can contribute to a more positive and collaborative workplace culture.

This finding is consistent with research by Meyer and Allen (1991), which emphasizes that an emotional connection to organizational values enhances commitment and retention. When employees resonate with the organization's ideals, they are less likely to leave, as supported by a study by Raineri and Paillé (2016), which found that alignment with organizational values significantly predicts employee retention. Moreover, fostering this emotional connection contributes to a collaborative workplace culture. According to Saks (2019), organizations that promote alignment between individual and organizational values tend to cultivate environments characterized by higher levels of engagement and teamwork. This aligns with the notion that a strong sense of belonging can enhance overall employee satisfaction and productivity.

The second highest weighted mean was 3.79 with description of very high in “I feel emotionally connected to my work, role, and the organization” and in “I have strong emotional bond with the organization and its values”. This strong emotional bond suggests that employees are likely to experience heightened motivation and job satisfaction, which can positively influence their overall performance and productivity. Moreover, such connections foster a sense of loyalty and commitment to the organization, potentially reducing turnover rates. By intentionally cultivating these emotional ties through supportive leadership and alignment of organizational values, organizations can enhance employee engagement and create a more resilient workforce.

Studies supports this finding; for instance, Bakker et al. (2020) found that emotional connections to work lead to increased motivation and performance. Employees who feel emotionally bonded to their organization are more likely to exhibit loyalty and commitment, which can significantly reduce turnover rates (Kahn, 1990). Intentional cultivation of these emotional ties through supportive leadership practices is essential. A study by Hakanen et al. (2021) emphasizes that leaders who align organizational values with employee experiences foster a resilient workforce capable of navigating challenges effectively.

On the other hand, the respondents generated the lowest mean rating of 3.77 described as very high in “I find fulfillment, purpose, and pride in my contributions”, while still categorized as very high, reflects that respondents feel a strong sense of fulfillment, purpose, and pride in their contributions to the organization. This suggests that, although employees are generally emotionally connected to their roles and the organization, there may be areas for improvement in how they perceive the impact of their work. Addressing this perception can enhance employees' sense of value and significance within the organization.

Research by Grant (2008) indicates that when employees perceive their work as meaningful, it enhances their overall job satisfaction and commitment. To address this perception gap, organizations should focus on recognizing individual contributions regularly. A study by Buchanan et al. (2022) highlights that acknowledgment from leadership can significantly elevate employees' sense of purpose and pride in their work.

In general, the result revealed that the respondents generated an overall mean rating of 3.81 described as very high in the level of working attitudes in terms of emotional connection. This finding suggests that employees generally feel a strong alignment with the organization's values and a deep sense of belonging within their roles. Such a positive emotional connection is likely to enhance employee engagement, satisfaction, and overall organizational commitment.

Furthermore, this finding aligns with recent literature indicating that strong emotional connections enhance employee engagement and satisfaction (Meyer et al., 2012). Furthermore, research conducted by Zhang et al. (2023) demonstrates that maintaining emotional bonds within organizations leads to improved organizational commitment and performance.

Table 10

Level of Working Attitudes in terms of Personal Issue and Problem

n=71

Statement	Mean	Description
1. I am actively working to manage my personal issues and improve my work performance.	3.85	Very High
2. I am learning to set clear boundaries between my personal and professional life.	3.86	Very High
3. I am committed to finding a healthy balance between my work and personal life.	3.86	Very High
4. I am open to seeking support from my colleagues to improve my relationships and communication.	3.87	Very High
5. I am grateful for the organization's resources and support in helping me manage my personal challenges and improve my overall well-being.	3.89	Very High
Over-all Mean	3.86	Very High

Legend: 3.25-4.0 Very High 2.5-3.24 High 1.75-2.49 Moderate 1.0-1.74 Low

As shown in table 10 the result disclosed that respondents generated the highest mean rating of 3.89 with description of very high in “I am grateful for the organization's resources and support in helping me manage my personal challenges and improve my overall well-being”. This indicates that, employees feel significantly supported by the organization in managing their personal challenges, which is crucial for fostering a positive workplace environment. This strong sense of gratitude suggests that continued investment in resources and support systems can enhance employee well-being and overall job satisfaction. Furthermore, promoting awareness of these resources can ensure that all employees are aware of and can access the help they need,

ultimately leading to improved productivity and morale. Organizations should prioritize maintaining and expanding these support initiatives to sustain this positive trend.

Study conducted by Kahn et al. (2022) highlights that organizations that invest in employee well-being resources—such as counseling services, wellness programs, and flexible work arrangements—see improved job satisfaction and retention rates. Moreover, promoting awareness of available resources can further enhance employee engagement and morale. A study by Huang et al. (2023) found that employees who are informed about organizational support systems are more likely to utilize them, leading to increased productivity and overall well-being. Thus, organizations should prioritize maintaining and expanding these initiatives to sustain positive employee attitudes.

The second highest weighted mean was 3.87 with description of very high in “I am open to seeking support from my colleagues to improve my relationships and communication”. This implies that, employees are highly receptive to seeking support from their colleagues, suggesting a strong culture of collaboration within the organization. This openness to peer assistance can significantly enhance interpersonal relationships and communication, ultimately contributing to a more cohesive work environment. To leverage this positive attitude, organizations should implement initiatives that promote teamwork and provide training on effective communication skills.

Bakker et al. (2021) supports this finding, showing that peer support enhances communication and teamwork, ultimately contributing to improved performance. To leverage this positive attitude, organizations should implement initiatives that promote teamwork and provide training on effective communication skills. A study by Duncan et al. (2023) emphasizes that fostering an atmosphere where seeking help is encouraged can strengthen trust among employees, leading to enhanced collaboration and productivity.

However, the employee generated the lowest mean rating of 3.85 described as very high in “I am actively working to manage my personal issues and improve my work performance”, while the lowest among the surveyed statements, still reflects a very high level of commitment among employees to manage their personal issues and improve work performance. This indicates that there is a proactive mindset towards self-improvement, but it also highlights an opportunity for organizations to enhance support systems in this area.

Research by Kahn et al. (2022) suggests that organizations should implement targeted programs to assist employees in navigating personal challenges effectively. By fostering an open dialogue about personal issues, organizations can help normalize seeking help, which can contribute to improved performance and well-being in the workplace.

In general, the result shoed that the respondents generated an overall mean rating of 3.86 with description of very high in the level of working attitudes in terms of personal issues and problems. This indicates that employees exhibit a very high level of positive working attitudes towards managing personal issues and challenges. This suggests that the organization has successfully fostered a supportive environment that encourages proactive engagement with personal concerns. To build on this positive foundation, organizations should continue to provide robust resources and support systems that address employee needs. Additionally, regular evaluations of employee attitudes can help identify emerging challenges and ensure that support remains effective and relevant.

Furthermore, according to Schaufeli (2020), such supportive environments are linked to enhanced employee well-being and performance. To build on this positive foundation, organizations should continue providing robust resources that address employee needs. Regular evaluations of employee attitudes can help identify emerging challenges and ensure that support remains effective and relevant (Bakker & Demerouti, 2020).

Table 11

Summary of Grand Mean in the Level of Working Attitudes

Competency	Mean	Description
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Organizational Commitment	3.91	Very High
Employee Engagement	3.91	Very High
Emotional Connect	3.81	Very High
Personal Issue and Problem	3.86	Very High
Over-all Mean	3.87	Very High

Legend: 3.25-4.0 Very High 2.5-3.24 High 1.75-2.49 Moderate 1.0-1.74 Low

As gleaned in Table 11, the results disclosed that the respondents generated the highest mean of 3.91 with description of very high in “Organizational Commitment” and “Employee Engagement”, this is followed by the second highest mean of 3.86 with description of very high in “Personal Issue and Problem”. However, the respondents generated the lowest mean rating of 3.81 described as very high in “Emotional Connection”.

Taken as a whole, the respondents generated an overall mean of 3.87 with description of very high in the level of working attitudes, this means that employees perceive a significant connection to their roles and the organization, which is essential for enhancing productivity and overall morale.

This finding is consistent with research by Meyer & Allen (1991), which identifies organizational commitment as a critical factor influencing employee behavior and retention. High levels of commitment are associated with increased job satisfaction and reduced turnover rates (Raineri & Paillé, 2016). Moreover, employee engagement is linked to enhanced productivity and performance. According to Saks (2019), engaged employees are more likely to go above and beyond in their roles, contributing positively to organizational outcomes. This aligns with the notion that fostering a culture of engagement can lead to improved morale and overall workplace satisfaction.

The prominence of the personal issue and problem among the respondents highlights the critical need for organization to continue prioritize support systems that help employees navigate personal challenges. Research by Huang et al. (2023) indicates that organizations that provide resources for employees to address personal issues see improvements in both employee satisfaction and productivity.

The relatively lower mean rating in the emotional connection indicates that there may be areas for improvement in fostering deeper emotional ties between employees and the organization. Emotional connection is essential for enhancing employee engagement and satisfaction (Bakker et al., 2021). A study by Kahn (1990) suggests that emotional connections can significantly impact employees' willingness to invest themselves fully in their work. To enhance emotional connection, organizations should focus on creating opportunities for meaningful interactions among employees, as well as recognizing individual contributions. In the same manner, a study by Duncan et al. (2023) emphasizes the importance of fostering a culture where employees feel emotionally supported, which can lead to improved collaboration and performance.

Furthermore, the overall mean rating of 3.87 signifies a very high level of positive working attitudes among respondents. This finding suggests that employees perceive a significant connection to their roles and the organization, which is essential for enhancing productivity and overall morale. According to Schaufeli (2020), positive working attitudes are linked to greater organizational commitment and performance outcomes. The finding underscores that organizations should continue to cultivate this positive environment by regularly assessing employee attitudes and providing opportunities for growth and development.

Problem 3.	What is the level of performance of the employees of Hardam Furigay Colleges Foundation, Inc.?
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Table 12

Level of Performance of the Employees

n=71



Statement	Mean	Description
1. The employee demonstrates a strong commitment to his job, indicating that he takes responsibilities seriously, and willing to go the extra mile to ensure that tasks are completed to a high standard achieving high-quality results.	3.80	High
2. The employee consistently displays a high level of focus, enabling him to complete tasks efficiently and effectively, and minimizing distractions that could negatively impact productivity.	3.73	High
3. The employee consistently delivers work within a reasonable time frame, demonstrating an ability to manage his workload effectively and meet deadlines.	3.72	High
4. Th employee is receptive to new ideas and suggestions, indicating that he is willing to consider alternative approaches and perspectives, and is open to learning from others.	3.68	High
5. The employee adapts quickly to new circumstances and situations, demonstrating an ability to remain calm and focused in the face of change, and to adjust his approach as needed to achieve desired outcomes.	3.82	High
6. The employee is able to quickly comprehend new tasks and workflows, indicating that he is able to learn quickly and apply new knowledge effectively.	3.72	High
7. The employee is willing to support colleagues when needed, indicating a strong team spirit and a commitment to collaborative problem-solving.	4.00	High
8. The employee communicates clearly and efficiently with peers and supervisors, indicating an ability to articulate ideas and concerns effectively.	4.01	High
9. The employee works well within a team, indicating an ability to contribute to collaborative problem-solving and to support colleagues in achieving shared goals.	4.10	High
10. The employee treats colleagues with respect, indicating a commitment to building positive relationships and to fostering a positive work environment.	4.28	Very High
11. The employee is energetic and enthusiastic about his work and indicating a passion for his role.	4.03	High
12. The employee consistently seeks opportunities for self-improvement and actively seeks feedback to enhance his skills and performance.	4.08	High
13. The employee demonstrates a strong ability to identify and solve problems, contributing to the overall success of the organization.	3.77	High
14. The employee demonstrates empathy towards colleagues, fostering a positive and supportive work culture.	3.94	High
15. The employee takes responsibility for his actions and is accountable for his work, indicating a willingness to acknowledge mistakes, and demonstrating a high level of professionalism.	3.87	High



16. The employee maintains a positive attitude, contributing to a positive work environment and fostering positive relationships with colleagues.	3.87	High
17. The employee is committed to continuous learning and development, contributing to his growth and the growth of the organization.	3.82	High
18. The employee is resourceful and finds creative solutions to challenges, contributing to the overall success of the organization.	3.82	High
19. The employee is reliable and can be counted on to deliver high-quality work, contributing to the overall success of the organization.	3.99	High
20. The employee demonstrates strong time management skills, contributing to efficient and effective work processes.	3.73	High
Over-all Mean	3.89	High

Legend: 4.2-5.0 Very High, 3.4-4.19 High, 2.6-3.39 Moderate, 1.8-2.59 Low, 1.0-1.79 Very Low

As shown in table 12, the respondents generated the highest mean rating of 4.28 with description of very high in “The employee treats colleagues with respect, indicating a commitment to building positive relationships and to fostering a positive work environment”. It indicates a strong commitment to fostering positive relationships within the workplace. This behavior not only enhances team cohesion but also contributes to a more productive and harmonious work environment.

A study conducted by Goleman (2011) emphasizes that emotional intelligence, which includes respect and interpersonal skills, is essential for effective teamwork and collaboration. In addition, a study by Bakker et al. (2021) found that respectful interactions among employees lead to increased job satisfaction and organizational commitment. By promoting a culture of respect, organizations can enhance employee morale and create an environment conducive to collaboration and innovation.

The second highest weighted mean was 4.10 described as high in “The employee works well within a team, indicating an ability to contribute to collaborative problem-solving and to support colleagues in achieving shared goals”, this underscores the employees' strong collaborative skills and their ability to support one another in achieving shared goals. Thus, it indicates a healthy team dynamic that is essential for effective problem-solving and mission success.

This finding aligns with research by Salas et al. (2015), which highlights that effective teamwork is critical for problem-solving and achieving organizational objectives. Healthy team dynamics are essential for mission success, as they foster an environment where employees can share ideas, provide feedback, and collectively address challenges. A study by Katzenbach & Smith (1993) emphasizes that high-performing teams exhibit strong collaboration, which leads to improved performance outcomes.

On the other hand, the respondents generated the lowest mean rating of 3.68 with description of high in “The employee is receptive to new ideas and suggestions, indicating that he is willing to consider alternative approaches and perspectives, and is open to learning from others”, reflects a commendable level of receptiveness to new ideas, though it also suggests room for improvement in fostering a culture of innovation. While employees are generally open to alternative approaches, enhancing this trait could lead to greater creativity and adaptability within teams.

Research by Edmondson (2019) indicates that psychological safety—where employees feel safe to express their ideas without fear of negative consequences—is crucial for fostering innovation. Organizations should encourage an environment where employees are not only receptive to new ideas but also feel empowered to contribute their perspectives.

In general, the result disclosed that the respondents generated an overall mean rating of 3.89 with description of high in the level of performance of employee. This indicates that, employees are performing at a commendable level, demonstrating strengths in areas such as teamwork and respect for colleagues. However, there is still potential for growth, particularly in fostering receptiveness to new ideas. Management should leverage this positive performance by recognizing and rewarding high achievers while also addressing areas for improvement through targeted training and development initiatives. By maintaining this momentum, the organization can enhance employee engagement and drive further success. Furthermore, a study by Bakker & Demerouti (2020) supports this approach, emphasizing that recognition and development opportunities enhance employee engagement and overall performance.

Problem 4.	What is the level of employee's job satisfaction in terms of compensation and benefits, social relationship, work conditions, and growth and development opportunities?
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Table 13

Level of Employee's Job Satisfaction in terms of Compensation and Benefits

n=71

Statement	Mean	Description
1. I am satisfied with the level of compensation I receive for my work.	3.77	Very High
2. The organization's benefits meet my needs and expectations, and add to my job satisfaction.	3.74	Very High
3. My compensation is fair and reflects my contributions and performance.	3.75	Very High
4. I am happy and content with the opportunities provided by the organization and the benefit offerings.	3.75	Very High
5. Overall, I am satisfied with the organization's compensation and benefits package.	3.82	Very High
Over-all Mean	3.77	Very High

Legend: 3.25-4.0 Very High 2.5-3.24 High 1.75-2.49 Moderate 1.0-1.74 Low

Illustrated in Table 13, the respondents generated the highest mean rating of 3.82 with description of very high in "Overall, I am satisfied with the organization's compensation and benefits package". This positive sentiment suggests that management should continue to prioritize and regularly review these offerings to ensure they remain competitive and aligned with employee expectations.

Study conducted by Gerhart & Rynes (2003) highlights that competitive compensation packages are crucial for attracting and retaining talent, as they directly influence job satisfaction and organizational commitment. Moreover, a study by Kahn et al. (2022) emphasizes that organizations that regularly assess their compensation structures tend to maintain higher levels of employee morale and engagement. Therefore, ongoing evaluation and adjustment of compensation strategies are essential for sustaining positive employee sentiments.

The second highest weighted mean was 3.77 with description of very high in "I am satisfied with the level of compensation I receive for my work". This indicates that employees feel positively about their pay relative to their work contributions. This strong sentiment suggests that management should continue to prioritize competitive compensation to maintain employee motivation and reduce turnover.

According Baker et al. (2021) perceived fairness in compensation significantly impacts job satisfaction, engagement, and retention rates. In addition, a study by Huang et al. (2023) indicates that when employees perceive their compensation as fair, they are more likely to be motivated and committed to their roles, leading to enhanced organizational performance.

On the other hand, the respondents generated the lowest mean rating of 3.74 described as very high in “The organization's benefits meet my needs and expectations, and add to my job satisfaction”, suggests that while employees generally feel positively, there is room for improvement to better meet their diverse needs and expectations. This indicates that management should actively seek employee feedback to identify specific areas for enhancement within the benefits package. Offering flexible benefits options could cater to individual preferences, thereby increasing overall satisfaction.

A study by Krebs et al. (2022) highlights the importance of offering flexible benefits options that cater to individual preferences. Such flexibility can significantly increase overall job satisfaction by allowing employees to select benefits that best meet their unique needs. By fostering an environment where employees feel heard regarding their benefits preferences, organizations can enhance satisfaction and loyalty.

In general, the result showed that the respondents generated an overall all mean rating of 3.77 with description of very high in the level of employee’s job satisfaction in terms of compensation and benefits signifies a robust positive sentiment among employees, indicating that the current offerings largely fulfill their expectations and needs. To sustain this favorable perception, it is imperative for management to continually assess and refine these packages, ensuring they remain competitive within the industry and responsive to employee feedback. Furthermore, according to Schaufeli (2020), high levels of job satisfaction are linked to increased employee engagement, productivity, and retention.

Table 14

Level of Employee’s Job Satisfaction in terms of Social Relationship

n=71

Statement	Mean	Description
1. I have positive and supportive relationships with my colleagues, and I feel valued and respected by my coworkers.	3.77	Very High
2. I enjoy collaborating and working with my team members, and I have a sense of camaraderie and teamwork within the organization.	3.80	Very High
3. I feel comfortable and included in social interactions at work which enhances my job satisfaction.	3.79	Very High
4. I receive encouragement and feedback from my peers, and I have established meaningful connections with coworkers.	3.86	Very High
5. Overall, I am satisfied with the social relationships and interactions in the workplace.	3.81	Very High
Over-all Mean	3.81	Very High

Legend: 3.25-4.0 Very High 2.5-3.24 High 1.75-2.49 Moderate 1.0-1.74 Low

As presented in Table 14, the respondents generated the highest mean rating of 3.86 described as very high in “I receive encouragement and feedback from my peers, and I have established meaningful connections with coworkers”. This implies that fostering strong interpersonal relationships within the workplace is essential for enhancing employee job satisfaction.

A study by Bakker et al. (2021) indicates that positive peer relationships contribute to a supportive work environment, which can enhance individual well-being and overall productivity. Organizations should prioritize initiatives aimed at building these connections, such as team-building activities, mentorship programs, and regular feedback sessions. A study by Saks (2019) emphasizes that organizations that actively promote social interactions among employees tend to experience higher levels of engagement and collaboration, ultimately leading to improved organizational performance.

The second highest weighted mean was 3.81 with description of very high in “Overall, I am satisfied with the social relationships and interactions in the workplace”, reflects employees' overall satisfaction with social relationships and interactions in the workplace. This finding indicates that a significant majority of employees feel positively about their social environment, suggesting that effective communication and collaboration among colleagues are prevalent.

According to Kahn et al. (2022), strong social relationships at work are linked to increased job satisfaction, engagement, and retention rates. Moreover, research by Hakanen et al. (2021) shows that employees who feel satisfied with their social interactions are more likely to be motivated and committed to their work, leading to enhanced performance outcomes.

On the other hand, the respondents generated the lowest mean rating of 3.77 with description of very high in “I have positive and supportive relationships with my colleagues, and I feel valued and respected by my coworkers”. This finding indicates that while employees generally perceive their relationships as positive, there may be room for improvement in how valued and respected they feel by their peers.

Research by Grant et al. (2008) emphasizes that feeling valued in the workplace significantly impacts job satisfaction and motivation. Organizations should consider implementing peer recognition programs or initiatives that encourage employees to express appreciation for one another's contributions. Such measures can strengthen interpersonal relationships and foster a culture of mutual respect.

In general, the result revealed that the respondents generated an overall mean rating of 3.81 with description of very high in the level of employee's job satisfaction in terms of social relationships. This suggests that employees feel a strong sense of connection and support within their workplace, highlighting the importance of social interactions in enhancing job satisfaction. Such a positive perception not only fosters a collaborative environment but also indicates that organizations are effectively cultivating a value of camaraderie and mutual respect among employees. Furthermore, according to Schaufeli (2020), positive social relationships are linked to greater employee engagement and overall organizational effectiveness.

Table 15

Level of Employee's Job Satisfaction in terms of Work Condition

n=71

Statement	Mean	Description
1. I am satisfied with the physical work environment (e.g., suitable lighting, temperature, and noise levels) and with the cleanliness and organization of the work area that facilitate my productivity and well-being.	3.71	Very High
2. The workspace provided meets my needs for productivity and comfort, and I am content with the equipment and tools available to perform my job effectively.	3.72	Very High
3. I feel that the organization prioritizes employee safety and well-being, and it provides adequate resources for me to fulfill my responsibilities.	3.82	Very High

4. I believe that the work conditions positively impact my overall job satisfaction.	3.84	Very High
5. Overall, I am happy with the work conditions provided by the organization, and the company supports a healthy work-life balance through its work conditions.	3.86	Very High
Over-all Mean	3.79	Very High

Legend: 3.25-4.0 Very High 2.5-3.24 High 1.75-2.49 Moderate 1.0-1.74 Low

Table 15 shows that respondents generated the highest mean rating of 3.86 described as very high in “Overall, I am happy with the work conditions provided by the organization, and the company supports a healthy work-life balance through its work conditions”. This suggests that, the organization is effectively supporting its employees' needs, particularly in fostering a healthy work-life balance.

Krebs et al. (2022) highlights that organizations that prioritize work-life balance tend to experience higher levels of employee satisfaction and engagement. Moreover, a study by Hakanen et al. (2021) indicates that supportive work conditions contribute significantly to employee well-being, which in turn enhances productivity and reduces turnover rates. Therefore, maintaining a focus on work-life balance is crucial for sustaining positive employee sentiments.

The second highest weighted mean was 3.84 described as very high in “I believe that the work conditions positively impact my overall job satisfaction”. This implies that, the organization should prioritize maintaining and improving work conditions, as they play a crucial role in employee satisfaction.

According to Schaufeli (2020), favorable work conditions are linked to increased job satisfaction, engagement, and overall organizational effectiveness. Organizations should regularly assess their work conditions to ensure they meet employee expectations. A study by Saks (2019) emphasizes that continuous improvement in work conditions can lead to enhanced employee morale and commitment, ultimately benefiting organizational performance.

On the other hand, the respondents generated the lowest mean rating of 3.71 with description of very high in “I am satisfied with the physical work environment (e.g., suitable lighting, temperature, and noise levels) and with the cleanliness and organization of the work area that facilitate my productivity and well-being.”. This indicates that the organization should focus on assessing and improving aspects of the physical work environment to ensure it meets employee needs. Enhancing factors like lighting, temperature control, and noise management can lead to increased comfort and productivity.

A study by Vischer (2007) highlights that physical workplace attributes significantly impact employee comfort and productivity. By improving these elements, organizations can create a more conducive environment for employees, leading to increased job satisfaction and performance.

In general, the result showed that the respondents generated an overall mean rating of 3.79 with description of very high in the level of employee’s job satisfaction in terms of work condition. This suggests that, the organization is successfully creating a supportive work environment that enhances employee satisfaction. To maintain and build on this positive outcome, management should continue to invest in improving work conditions and regularly solicit employee feedback. This proactive approach will help identify potential areas for enhancement, ensuring that the organization remains responsive to employee needs and fosters long-term job satisfaction. Furthermore, according to Bakker & Demerouti (2020), positive work conditions are essential for fostering engagement and well-being among employees.

Table 16

Level of Employee’s Job Satisfaction in terms of Growth and Development Opportunities

n=71

Statement	Mean	Description
1. I am satisfied with the opportunities for professional growth and advancement within the organization.	3.85	Very High
2. The company provides adequate training and development programs to enhance my skills.	3.70	Very High
3. I am content with the feedback, guidance, and challenging assignments provided for my development.	3.77	Very High
4. I feel valued and supported by the organization, and I am satisfied with the opportunities to develop my skills."	3.80	Very High
5. Overall, I am happy with the growth and development opportunities offered by the organization.	3.86	Very High
Over-all Mean	3.80	Very High

Legend: 3.25-4.0 Very High 2.5-3.24 High 1.75-2.49 Moderate 1.0-1.74 Low

As presented in Table 16, the respondents generated the highest mean rating of 3.86 with description of very high in "Overall, I am happy with the growth and development opportunities offered by the organization". This indicates that employees are likely to feel more engaged and motivated, which can lead to increased productivity and a positive workplace culture.

Bakker & Demerouti (2020) highlights that organizations that invest in employee development create a more engaged workforce, which is associated with improved performance outcomes. Additionally, a study by Hakanen et al. (2021) indicates that employees who perceive growth opportunities are more likely to exhibit higher levels of job satisfaction and commitment to their organization. This underscores the importance of fostering a culture that prioritizes professional development.

The second highest weighted mean rating was 3.85 with description of very high in "I am satisfied with the opportunities for professional growth and advancement within the organization", reflects employees' satisfaction with the opportunities for professional growth and advancement within the organization. This finding underscores the importance of providing clear pathways for career development, as it indicates that employees value the potential for upward mobility and skill enhancement in their roles.

Noe et al. (2014) supports this finding, indicating that when organizations offer structured career development programs, employees are more likely to feel valued and engaged. Clear advancement opportunities not only enhance job satisfaction but also contribute to employee retention, as individuals are more inclined to stay with organizations that invest in their future.

On the other hand, the lowest weighted mean rating generated by respondents was 3.70 with description of very high in "The company provides adequate training and development programs to enhance my skills". While this rating indicates a generally positive perception, it suggests that there may be room for improvement in the adequacy and effectiveness of the training programs offered.

A study by Salas et al. (2015) indicates that effective training programs are essential for skill enhancement and employee performance. Organizations should regularly evaluate their training initiatives to ensure they meet employee needs and align with industry standards. By doing so, they can enhance employees' competencies and overall job satisfaction.

In general, the result revealed that the respondents generated an overall mean rating of 3.80 described as very high in the level of employee's job satisfaction in terms of growth and development opportunities. This positive rating indicates that employees feel largely satisfied with the resources and support available for their

professional advancement. It highlights the organization's commitment to fostering a culture of growth, which is essential for maintaining high levels of employee engagement and retention.

Table 17

Summary of Grand Mean in the Level of Employee's Job Satisfaction

Competency	Mean	Description
Compensation And Benefits	3.77	Very High
Social Relationship	3.81	Very High
Work Conditions	3.79	Very High
Growth And Development Opportunities	3.80	Very High
Over-all Mean	3.79	Very High

Legend: 3.25-4.0 Very High 2.5-3.24 High 1.75-2.49 Moderate 1.0-1.74 Low

As gleaned in Table 17, the results disclosed that the respondents generated the highest mean of 3.81 with description of very high in "Social Relationship", this is followed by the second highest mean of 3.80 with description of very high in "Growth and Development Opportunities". However, the respondents generated the lowest mean rating of 3.77 described as very high in "Compensation and Benefits".

Taken as a whole, the respondents generated an overall mean of 3.79 with description of very high in the level of employee's job satisfaction, reflects a robust level of employee job satisfaction; however, it is essential to recognize the interdependence of various factors contributing to this outcome. As noted by Judge & Klinger (2021), job satisfaction is a multidimensional construct influenced by both intrinsic factors (such as personal growth) and extrinsic factors (such as compensation). Therefore, a holistic approach that addresses all dimensions is necessary for sustained employee satisfaction.

The highest mean score of 3.81 in "Social Relationships" underscores the critical role that interpersonal dynamics play in fostering job satisfaction. Research by McCarthy et al. (2021) emphasizes that positive workplace relationships contribute to enhanced job satisfaction, employee engagement, and overall organizational performance. Their study found that employees who reported strong social ties at work experienced lower stress levels and higher job commitment. This aligns with the findings of your research, suggesting that organizations should prioritize initiatives that promote collaboration and camaraderie among employees.

The second highest mean score of 3.80 for "Growth and Development Opportunities" corroborates existing literature that identifies professional development as a key factor influencing employee satisfaction. A meta-analysis by Ng & Feldman (2020) highlights that opportunities for learning and advancement significantly correlate with higher job satisfaction levels. Employees who perceive their organizations as committed to their professional growth are more likely to exhibit higher levels of job engagement and retention. This finding suggests that organizations should invest in training programs, mentorship initiatives, and clear career pathways to enhance employee satisfaction further.

While the mean score for "Compensation and Benefits" was the lowest at 3.77, it still falls within the "very high" category. However, recent studies indicate a nuanced relationship between compensation and job satisfaction. According to a survey conducted by the Society for Human Resource Management (SHRM, 2022), only 32% of employees expressed high satisfaction with their pay, suggesting a potential disconnect between employee expectations and organizational offerings. This discrepancy highlights the need for organizations to regularly assess their compensation structures to ensure competitiveness within the industry. Moreover, research by Kahn et al. (2023) indicates that while monetary compensation is important, non-monetary benefits such as work-life balance initiatives also play a crucial role in shaping overall job satisfaction.



Problem 5.	Is there any significant relationship between the level of working attitudes and performance?
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Table 18

Relationship Between Working Attitudes and Performance

Variable 1	Variable 2	r-value	p-value	Interpretation	Decision
Working Attitudes	Performance	.118	.879	Not Significant	Accepted

*Significant at 0.05 level of significance

Range of Correlation	Interpretation	Range of Correlation	Range of Correlation
± .10 - ± .20	Very Low Correlation	± .70 - ± .80	High Correlation
± .30 - ± .40	Low Correlation	± .90 - ± 1.0	Very High Correlation
± .50 - ± .60	Moderate Correlation		

As gleaned in Table 18, the data reveal that, significant correlation does not exist at ($r=.118$) which showed no correlation between working attitudes and performance. The p-value ($p=.879$) which is greater than the assumed alpha of .05 level of significance suggests that, there was no statistically significant relationship between the two variables tested in the study. Therefore, the hypothesis which states that, there is no significant relationship between working attitudes and performance was accepted. This lack of correlation implies that while employees may exhibit positive working attitudes, these attitudes do not necessarily translate into enhanced performance outcomes. Existing literature supports this notion, indicating that various factors influence performance beyond mere attitudes. Therefore, organizations must recognize that fostering positive working attitudes alone may not be sufficient to drive performance improvements.

To address this gap, a holistic approach is essential. Organizations should focus on providing targeted training and development opportunities to enhance employees' competencies, which can lead to improved performance regardless of their attitudes. Research by Noe et al. (2014) emphasizes the importance of continuous learning in enhancing job performance.

Additionally, establishing clear performance metrics can help employees understand how their roles contribute to organizational goals, thereby motivating them to perform better even if their working attitudes are not inherently positive. Engaging leadership practices that offer feedback, recognition, and support are also crucial in motivating employees to reach their full potential. Bakker and Demerouti (2020) highlight the role of job resources in facilitating high performance.

Moreover, creating a work environment that minimizes stressors and enhances well-being can lead to better performance outcomes. According to Schaufeli (2020), positive job resources significantly impact employee engagement and productivity.

Problem 6.	Is there any significant relationship between the level of working attitudes and job satisfaction?
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Table 19

Relationship Between Working Attitudes and Job Satisfaction

Variable 1	Variable 2	r-value	p-value	Interpretation	Decision
Working Attitudes	Job Satisfaction	.705	.000	Significant	Rejected

*Significant at 0.05 level of significance



Range of Correlation	Interpretation	Range of Correlation	Range of Correlation
$\pm .10 - \pm .20$	Very Low Correlation	$\pm .70 - \pm .80$	High Correlation
$\pm .30 - \pm .40$	Low Correlation	$\pm .90 - \pm 1.0$	Very High Correlation
$\pm .50 - \pm .60$	Moderate Correlation		

As gleaned in Table 19, the results revealed that significant correlation do exist at ($r=.705$) which showed high correlation between working attitudes and job satisfaction. The p-value ($p=0.00$) which is lower than the assumed alpha of .05 level of significance suggests that, there was statistically significant relationship between the two variables tested in the study. Therefore, the hypothesis which states that, there is no significant relationship between working attitudes and job satisfaction was rejected.

This strong correlation implies that positive working attitudes are closely linked to higher levels of job satisfaction among employees. Research supports this notion, indicating that when employees exhibit favorable attitudes toward their work environment, they are more likely to experience greater satisfaction in their roles. For instance, a study by Cabrera and Estacio (2022) found that positive attitudes significantly impact job satisfaction, which in turn enhances employee performance. Similarly, Abdalkrim and Elhalim (2016) emphasize that positive attitudes toward work lead to higher job satisfaction, which is crucial for organizational success.

The implications of these findings for organizations are substantial. By fostering positive working attitudes through supportive leadership, recognition, and opportunities for professional growth, organizations can enhance overall job satisfaction among their employees. This alignment not only benefits individual employees but also contributes to a more cohesive and motivated workforce. As noted in the literature, satisfied employees tend to be more productive and committed to their organizations (Euske et al., 1980; Cabrera and Estacio, 2022).

Moreover, organizations should consider implementing strategies that promote a culture of positivity and engagement. This could include regular feedback mechanisms, team-building activities, and initiatives aimed at improving workplace relationships. According to Greenhaus et al. (2012), when management provides support for employees' personal and professional well-being, it fosters a reciprocal relationship where employees are more inclined to perform at higher levels.

Problem 7.	Is there any significant relationship between the level of performance and job satisfaction?
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Table 20

Relationship Between Performance and Job Satisfaction

Variable 1	Variable 2	r-value	p-value	Interpretation	Decision
Performance	Job Satisfaction	.018	.516	Not Significant	Accepted

*Significant at 0.05 level of significance

Range of Correlation	Interpretation	Range of Correlation	Range of Correlation
$\pm .10 - \pm .20$	Very Low Correlation	$\pm .70 - \pm .80$	High Correlation
$\pm .30 - \pm .40$	Low Correlation	$\pm .90 - \pm 1.0$	Very High Correlation
$\pm .50 - \pm .60$	Moderate Correlation		

It can be seen in Table 20, the results disclosed that significant correlation do not exist at ($r=.018$) which shows very low correlation between performance and job satisfaction. The p-value ($p=.516$) which is higher than the assumed alpha of .05 level of significance suggests there is no statistically significant relationship between the



two variables tested in the study. Therefore, the postulated hypothesis that there is no significant relationship between performance and job satisfaction was accepted.

This lack of correlation implies that employees' performance levels do not necessarily correlate with their job satisfaction. This finding aligns with existing literature that suggests various factors influence job satisfaction beyond performance metrics. For instance, a study by Spector (1997) highlights that job satisfaction is influenced by multiple dimensions, including work conditions, relationships with colleagues, and organizational support, rather than solely by individual performance outcomes.

Furthermore, research by Judge et al. (2001) indicates that while there is often an assumption that higher performance leads to greater job satisfaction, this relationship is not always straightforward. Factors such as personal values, expectations, and external circumstances can significantly impact how employees perceive their job satisfaction independently of their performance levels.

The implications of these findings for organizations are noteworthy. They suggest that organizations should not solely rely on performance metrics to gauge employee satisfaction or engagement. Instead, a more holistic approach that considers various aspects of the work environment and employee experiences is essential for fostering job satisfaction. This could include initiatives aimed at enhancing workplace relationships, providing opportunities for professional development, and ensuring a supportive organizational culture.

FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This chapter summarizes the research objectives and the significant findings and conclusions of the study. Recommendations related to this study and future researches regarding the issue were addressed as well.

Findings

A total of seventy-one (71) questionnaires were completed correctly by the respondents. The analysis of this data revealed the following key findings:

As to the distribution of respondents according to sex, 42 or 59.2% are female and 29 or 40.8% are male. Showing that majority of the respondents are female. As to age, 38 or 53.5% are ages 21 to 30 years old, this is followed by 26 or 36.6% are ages 31 to 45 years old, 6 or 8.5% are ages 41 to 50 years old, and 1 or 1.4% is aged 51 and above. Indicating that majority of the respondents are 21 to 30 years old. In terms of educational attainment, 43 or 60.5% are bachelor's degree, this is followed by 20 or 28.2% which are with Mater' Units, 8 or 11.3% are full-fledged master's degree, and 0 or 0% with doctorate units, and likewise for full-fledged doctor. This shows that majority of the respondents are bachelor's degree. As to designation, 39 or 54.9% are college instructors, this is followed by 12 or 16.9% are elementary teachers and senior high school teachers, 8 or 11.3% are junior high school teachers, and 0 or 0% are graduate studies professors. Indicating that majority of the respondents are college instructors. Lastly, in terms of length of service, 43 or 60.6% are 1 to 3 years in the service, this is followed by 15 or 21.1% are 4 to 6 years in the service, 7 or 9.9% are 7 to 9 years in the service, and 6 or 8.5% are 10 years and above in the service. Showing that majority of the respondents are in 1 to 3 years of service.

The level of working attitudes in terms of organizational commitment, employee engagement, emotional connect, and personal issue and problem were very high. This infers that, employees perceive a significant connection to their roles and the organization, which is essential for enhancing productivity and overall morale.

The level of employee's performance was high. This infers that, employees are performing at a commendable level, demonstrating strengths in areas such as teamwork and respect for colleagues.



The level of job satisfaction in terms of compensation and benefits, social relationship, work conditions, and growth and development opportunities were very high. This infers that, the organization is effectively fostering a supportive and engaging work environment.

There was no significant relationship between working attitudes and performance.

There was a significant relationship between working attitudes and job satisfaction.

There was no significant relationship between performance and job satisfaction.

CONCLUSIONS

Based on the findings of the study, the following conclusions are hereby stated:

6. Majority of the employees were female, 21 to 30 years old, with bachelor's degree, college instructors, and are in 1 to 3 years of service.
7. The level of working attitudes was very high.
8. The level of employee's performance was high.
9. The level of job satisfaction was very high.
10. Employees' attitudes toward work do not influence their job performance outcomes.
11. Employees' positive attitudes, motivation, and commitment directly affect their job satisfaction.
12. Employees' job performance does not influence their job satisfaction.

Recommendations

Based on the foregoing findings and conclusions, the following recommendations are presented:

1. To address the slightly lower mean rating regarding employees' sense of belonging, organizations should implement initiatives that foster inclusivity and community. This can include team-building, mentorship program, and diversity training. Improving the sense of belonging can lead to increased job satisfaction and loyalty.
2. Given the high levels of pride in accomplishments and eagerness to learn, organizations should invest in professional development opportunities. This could involve offering training programs, providing access to workshop or skill development, and encouraging participation in conferences or seminars related to their field. Such investments not only increase engagement but also help retain top talent.
3. Regular recognition of individual contributions can significantly enhance employees' perceptions of their work's impact. Organization should consider implementing a recognition program that highlights employee achievements and celebrating milestone. Acknowledgment from leadership can elevate employees' sense of purpose and pride in their work.
4. Foster emotional connections through leadership within the organization. Training for managers should focus on developing supportive leadership practices, encouraging open communication and feedback, and promoting a culture where emotional well-being is prioritized. Such practices can enhance motivation, job satisfaction, and overall performance.
5. Organizations should promote an environment of collaboration and support in or to improve employee's level of engagement. To increase productivity and lower turnover rates.
6. Future researchers should expand the demographic diversity and its sample size. They can also employ qualitative approaches to gain deeper insights into employee perceptions and experiences related to their working attitudes and job satisfaction. Furthermore, since working attitude does not predict performance but does predict job satisfaction, investigate other potential factors influencing performance. This could include management practices, organizational culture, or external stressors.

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APPENDICES

Appendix A

LETTER TO THE CAMPUS ADMINISTRATOR

Appendix B

A SURVEY INSTRUMENT

Republic of the Philippines

HARDAM FURIGAY COLLEGES FOUNDATION, INC.

GRADUATE SCHOOL

P. Cuevas St., Lamitan City, Basilan



Dear Respondent,

Greetings of peace!

The researcher is a graduate student of Hardam Furigay Colleges Foundation, Inc. and is conducting a research study entitled **“Working Attitudes, Job Performance, and Satisfaction Level of Employees in Hardam Furigay Colleges Foundation Incorporated”** in partial fulfillment of the requirements in Master of Arts in Education.

With this, the researcher would like to ask for your time to answer this survey instrument. Your valuable time and input are essential in enhancing our understanding of critical workplace dynamics. Rest assured that all information provided will be **KEPT CONFIDENTIAL** and will be used solely for **RESEARCH PURPOSES**. Your participation is voluntary, and I appreciate your time and effort in contributing to this important research endeavor. Please read the entire page and complete the attached questionnaire.

Thank you very much for your help!

EUNICE ANNE P. EMBUDO

The Researcher

=====

PARTICIPANT CONSENT FORM

I have carefully reviewed and comprehended the purpose of the study and I acknowledge that my involvement is entirely voluntary. I consent to participate in this research study. My participation may include completing surveys, engaging in interviews, or offering feedback based on my work experiences. I am aware that all information shared during the study will be treated with confidentiality. Any data gathered will be used solely for research purposes and will not be shared with any third parties without my explicit consent. I affirm that my participation is voluntary, and I retain the right to withdraw at any time without facing any repercussions. I understand that my decision to participate or withdraw will not impact my current or future relationship with the researcher or the organization. Having read and understood the details outlined in this consent form, I hereby agree to participate in the study.

Respondent's Signature: _____

Date : _____

Part I: Respondent's Demographic Profile

Before proceeding, please provide the following background information. Place a “√” in the space provided that most closely describes you.

1.	Sex	☐	Male	☐	Female
2.	Age	☐	21 to 30 Years Old	☐	41 to 50 Years Old
		☐	31 to 40 Years Old	☐	51 Years Old and Above
3.	Educational Level	☐	Bachelor's Degree	☐	With Doctorate Units
		☐	With Master's Units	☐	Full-Fledged Doctor
		☐	Full-Fledged Master's		



4.	Designation	—	Elementary Teacher	—	College Instructor
		—	JHS Teacher	—	Graduate Studies Professor
		—	SHS Teacher		
5.	Length of Service	—	1-3 Years	—	7-9 Years
		—	4-6 Years	—	10 Years and Above

PART II: LEVEL OF EMPLOYEE'S WORKING ATTITUDE

Instructions: Considering your perceptions of your work within the organization, kindly place a “√” in the line that best describes your working attitude.

The rank scores as follow:

Scale	Interpretation	Description
4	Strongly Agree	Indicates a high level of agreement or positive affirmation with the statement or question being assessed.
3	Agree	Signifies agreement or a positive stance towards the statement or question.
2	Disagree	Represents a disagreement or a negative response to the statement or question.
1	Strongly Disagree	Reflects a strong disagreement or a complete rejection of the statement or question.

A. Organizational Commitment		4	3	2	1
1.	I feel a strong sense of belonging to this organization.				
2.	I am proud to be a part of this organization.				
3.	I am willing to go the extra mile to help the organization succeed.				
4.	I am committed to the long-term goals and vision of the organization.				
5.	I am dedicated to contributing to the success of the organization.				
B. Employee Engagement		4	3	2	1
1.	I am enthusiastic and motivated to perform at my best every day.				
2.	I am fully engaged and passionate about the work I do.				
3.	I am committed to achieving my goals and contributing to the team's success.				
4.	I feel a sense of pride in my accomplishments and am eager to learn and grow.				
5.	I am invested in the overall success of the organization.				
C. Emotional Connect		4	3	2	1
1.	I feel emotionally connected to my work, role, and the organization.				
2.	I have a strong emotional bond with the organization and its values.				



3. I find fulfillment, purpose, and pride in my contributions.				
4. I am emotionally invested in the success and well-being of my team.				
5. I am deeply connected to the organization's values, mission, and sense of belonging.				
D. Personal Issue and Problem	4	3	2	1
1. I am actively working to manage my personal issues and improve my work performance.				
2. I am learning to set clear boundaries between my personal and professional life.				
3. I am committed to finding a healthy balance between my work and personal life.				
4. I am open to seeking support from my colleagues to improve my relationships and communication.				
5. I am grateful for the organization's resources and support in helping me manage my personal challenges and improve my overall well-being.				

PART III: EMPLOYEE'S JOB SATISFACTION LEVEL

Instructions: Considering your perceptions of your work within the organization, kindly place a “√” in the line that best describes your satisfaction towards your job.

The rank scores as follow:

Scale	Interpretation	Description			
4	Strongly Agree	Indicates a high level of agreement or positive affirmation with the statement or question being assessed.			
3	Agree	Signifies agreement or a positive stance towards the statement or question.			
2	Disagree	Represents a disagreement or a negative response to the statement or question.			
1	Strongly Disagree	Reflects a strong disagreement or a complete rejection of the statement or question.			
A. Compensation And Benefits		4	3	2	1
1. I am satisfied with the level of compensation I receive for my work.					
2. The organization's benefits meet my needs and expectations, and add to my job satisfaction.					
3. My compensation is fair and reflects my contributions and performance.					
4. I am happy and content with the opportunities provided by the organization and the benefit offerings.					
5. Overall, I am satisfied with the organization's compensation and benefits package.					
B. Social Relationship		4	3	2	1
1. I have positive and supportive relationships with my colleagues, and I feel valued and respected by my coworkers.					



2. I enjoy collaborating and working with my team members, and I have a sense of camaraderie and teamwork within the organization.				
3. I feel comfortable and included in social interactions at work which enhances my job satisfaction.				
4. I receive encouragement and feedback from my peers, and I have established meaningful connections with coworkers.				
5. Overall, I am satisfied with the social relationships and interactions in the workplace.				
C. Work Conditions	4	3	2	1
1. I am satisfied with the physical work environment (e.g., suitable lighting, temperature, and noise levels) and with the cleanliness and organization of the work area that facilitate my productivity and well-being.				
2. The workspace provided meets my needs for productivity and comfort, and I am content with the equipment and tools available to perform my job effectively.				
3. I feel that the organization prioritizes employee safety and well-being, and it provides adequate resources for me to fulfill my responsibilities.				
4. I believe that the work conditions positively impact my overall job satisfaction,				
5. Overall, I am happy with the work conditions provided by the organization, and the company supports a healthy work-life balance through its work conditions.				
D. Growth And Development Opportunities	4	3	2	1
1. I am satisfied with the opportunities for professional growth and advancement within the organization.				
2. The company provides adequate training and development programs to enhance my skills.				
3. I am content with the feedback, guidance, and challenging assignments provided for my development.				
4. I feel valued and supported by the organization, and I am satisfied with the opportunities to develop my skills."				
5. Overall, I am happy with the growth and development opportunities offered by the organization.				

😊 Thank You! 😊

Name of Employee	:	_____
Position/Designation	:	_____

EMPLOYEE'S JOB PERFORMANCE

Instructions: Considering your employee's engagement in the workplace, kindly place a "√" in the line that best describes his overall performance.

The rank scores as follow:

Scale	Interpretation	Description
5	Excellent	Very High (Represents the highest level of performance, indicating exceptional achievement, exceeding expectations, and demonstrating outstanding results in all aspects of work.)



4	Very Satisfactory	High (Signifies a performance level that is significantly above average, meeting and often surpassing expectations with consistent quality and effectiveness in job tasks.)				
3	Satisfactory	Moderate (Indicates a performance level that meets the required standards, fulfilling job responsibilities adequately and demonstrating competence in assigned tasks.)				
2	Fair	Low (Reflects a performance level that falls below expectations, showing some deficiencies or inconsistencies in meeting job requirements and achieving desired outcomes.)				
Statement		5	4	3	2	1
1	The employee demonstrates a strong commitment to his job, indicating that he takes responsibilities seriously, and willing to go the extra mile to ensure that tasks are completed to a high standard achieving high-quality results.					
2	The employee consistently displays a high level of focus, enabling him to complete tasks efficiently and effectively, and minimizing distractions that could negatively impact productivity.					
3	The employee consistently delivers work within a reasonable time frame, demonstrating an ability to manage his workload effectively and meet deadlines.					
4	Th employee is receptive to new ideas and suggestions, indicating that he is willing to consider alternative approaches and perspectives, and is open to learning from others.					
5	The employee adapts quickly to new circumstances and situations, demonstrating an ability to remain calm and focused in the face of change, and to adjust his approach as needed to achieve desired outcomes.					
6	The employee is able to quickly comprehend new tasks and workflows, indicating that he is able to learn quickly and apply new knowledge effectively.					
7	The employee is willing to support colleagues when needed, indicating a strong team spirit and a commitment to collaborative problem-solving.					
8	The employee communicates clearly and efficiently with peers and supervisors,					



	indicating an ability to articulate ideas and concerns effectively.					
9	The employee works well within a team, indicating an ability to contribute to collaborative problem-solving and to support colleagues in achieving shared goals.					
10	The employee treats colleagues with respect, indicating a commitment to building positive relationships and to fostering a positive work environment.					
11	The employee is energetic and enthusiastic about his work and indicating a passion for his role.					
12	The employee consistently seeks opportunities for self-improvement and actively seeks feedback to enhance his skills and performance.					
13	The employee demonstrates a strong ability to identify and solve problems, contributing to the overall success of the organization.					
14	The employee demonstrates empathy towards colleagues, fostering a positive and supportive work culture.					
15	The employee takes responsibility for his actions and is accountable for his work, indicating a willingness to acknowledge mistakes, and demonstrating a high level of professionalism.					
16	The employee maintains a positive attitude, contributing to a positive work environment and fostering positive relationships with colleagues.					
17	The employee is committed to continuous learning and development, contributing to his growth and the growth of the organization.					
18	The employee is resourceful and finds creative solutions to challenges, contributing to the overall success of the organization.					
19	The employee is reliable and can be counted on to deliver high-quality work, contributing to the overall success of the organization.					
20	The employee demonstrates strong time management skills, contributing to efficient and effective work processes.					

😊 Thank You! 😊