

# Factors Influencing Level of Job Satisfaction Among Employees in Private Secondary Educational Institutions

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Received: 13 Dec 2024; Received in revised form: 15 Jan 2025; Accepted: 21 Jan 2025; Available online: 26 Jan 2025

**Abstract** – This study described the factors influencing the level of job satisfaction among employees in private secondary educational institutions. An adopted questionnaire was used to gather data from 100 purposively chosen respondents. The influencing factors that were considered were pay structure, working hours, training needs, reward and promotion system. The study revealed that: the employees demonstrate a moderate satisfaction level with their pay structure. They are highly satisfied with their work hours and with the training provided by their educational institutions. Additionally, they exhibit moderate satisfaction in terms of their reward and promotion system. The findings highlight the importance of addressing job satisfaction factors in private secondary educational institutions, as they indicate that while employees are generally satisfied with their working hours and training, there remains a need for improvement in pay structure and the reward and promotion system.

**Keywords** – Factor, influence, job satisfaction, pay structure, private schools

## I. INTRODUCTION

The degree of enjoyment or contentment an employee has with their work is known as employee job satisfaction (Qader, 2021). It is a crucial component of any company or institution. It addresses the fundamental requirements and worries of workers as determined by satisfaction surveys. Employees are more motivated to contribute to the success of the company when they are content with the management and work culture. Higher employee motivation and job satisfaction can be attained when a business creates plans to deliver critical components of job satisfaction.

In this study, the researchers explored the external influences on Job Satisfaction among employees in selected private secondary educational institutions in the province of Nueva Ecija, Philippines. Given the significance of these institutions in the province and

their enormous contributions to the community, it is pertinently easy for them to switch between other educational institutions that would best suit their needs. Needless to say, the employees are the core of the business (Gošnik, Meško & Stubelj, 2023) and management always seeks to retain their productive employees; thus, it is vital to consider the factors affecting their job satisfaction to reduce turnover.

For private secondary educational institutions, statistics show the majority of the employees are not satisfied with their jobs, particularly their entry-level salaries. “The average salary in private schools is around P14,000 a month or less compare with an entry-level public school teacher who makes some P27,000 monthly” (Philippine Daily Inquirer, 2024). This is a very alarming issue since jobs are attributed to company incentives and benefits, salary for employees, job roles, training and development

programs, and career growth. A decreasing trend in job satisfaction is seen in employees lower incentives and compensation received from their organization (Sinaga, et al., 2022).

With the rising level of unsatisfied employees in the private education institutions in the Philippines, the researcher tried to explore the job satisfaction of employees in the private schools in Nueva Ecija to in order to identify the components and factors that contribute to their job satisfaction, which in turn influences their productivity and commitment to long-term employment.

Specifically, it aimed to investigate the levels of job satisfaction of the respondents based on factors such as pay structure, working hours, training needs, reward and promotion system.

## II. LITERATURE REVIEW

While previous studies have been conducted on the areas of job satisfaction and motivation, the Researcher noticed that these studies had been focused mostly on industry setting. Not much has been written in the academic environment. And while there have been scarce materials mentioned about the academe, this study covered specific areas in Nueva Ecija, which covered a good cross-section of the academe.

The article by Mizne (2017) described proven ways to boost the job satisfaction of employees. Top the list of factors contributing to job satisfaction, and employee engagement were relationships with immediate supervisors and communication between management employees (Campbell, et al., 2020). Other factors influenced overall employee satisfaction and employee engagement in the work environment and trust between employees and managers, respect for employees at all levels, overall benefits, compensation, job security, relationship with immediate supervisor, opportunities to work skills and abilities, respect for employee ideas, financial stability of the organization, and recognition for employee job performance and enhancement (Yang, Jiang & Cheng, 2022; Subia, et al., 2022).

Job satisfaction in the workplace has both extrinsic and intrinsic characteristics (Kula & Gueler, 2014). It stated that "people bring with them certain drives and needs affect their performance; therefore,

understanding how needs stimulate performance and job rewards on such performance lead to job satisfaction is indispensable for managers". Therefore, line managers in an organization have to be concerned about their subordinates' performance, requiring them to monitor the level of satisfaction of such employees continuously.

Some factors that contributed to the high turnover rate are lack of benefits, training and development, and low salary. Job satisfaction level changes in relation to the employee's career stage. Fresh graduates considered worker relationships as a priority, while managers gave emphasis to company reputation and self-development. Industries with the highest job satisfaction include the education sector, energy industries, and the government sector, while workers in the industries of retail and banking have lower satisfaction with their jobs.

Job satisfaction, which was generally perceived to be linked directly to personal well-being and productivity was the employee's sense of achievement and success (Tumo, 2017). It referred to a collection of beliefs and feelings the employees had about their current jobs and positive emotional state derived from one's appraisal of one's job and experience. It implied the work that one employee enjoyed and got a reward for one's effort. It was the key element leading to income, recognition, self-fulfilment, promotion, and the achievement of goals. The degree of satisfaction varies from satisfaction to dissatisfaction. Job satisfaction is the employee's emotional response to the situation of the job, determined by the manner in which an outcome can exceed and meet expectations.

The study of Angeles et al. (2015) focused on the job satisfaction and performance level of employees to determine their significance in employees' jobs and work environment. Job satisfaction and performance are viewed as employee's gratification for jobs accomplished, which are appreciated by supervisors. The study discussed employee needs that affect job satisfaction and the level of employee performance in the workplace.

According to Erasmus et al. (2018), promotion involves moving into a more senior position than before, with the new position demanding "higher-

level responsibility, more complex work, greater competency demands, and better remuneration”.

There are various factors that have a great contribution to organizational outcomes and improve staff performance in the workplace. One of the critical factors proposed in Herzberg’s Motivation-Hygiene Theory is job satisfaction (Herzberg, 1964). This organizational factor is defined in different types in various work environments and explained as a basic factor in the organization. In reality, this factor has a great impact on the health of organization and guarantees the well-being of staff at work. In fact, the presence of job satisfaction should be supported by the organization (Côté, Lauzier & Stinglhamber (2021).

These factors include salary, work (itself), co-workers, promotion, and supervision, which have a considerable contribution to the level of job satisfaction among staff at the organization. There are a lot of aspects to the effect of these kinds of factors (external factors) on job satisfaction at workplaces, and each of these views emphasized the effective role of external factors on the level of job satisfaction (Parvin & Kabir, 2016).

Job satisfaction as a positive factor provides an acceptable condition for effectiveness and avoid appearing to some difficulties and failure feeling among staff at the organization. In fact, this positive organizational factor offers suitable motivation to start and continue effective activities at the workplace. As well, job satisfaction is one of the effective factors among staff that modifies their views toward the job and any items that depend on it. In other words, job satisfaction has a vital role in the consequences of an organization (Wan Ahmad & Abdurahman, 2015).

Based on Islam, Akter & Afroz(2016), staff obtain new proficiency on the job by their work experience. If these new abilities are rewarded by institutions, they become satisfied with their jobs, otherwise, they will lose their motivation and make some abnormalities such as a low level of job satisfaction.

Conversely, Yang, Chen, Yang & Huang (2023) suggest that a reward that motivates is "something that is given without obligation", and that the moment that "something has been promised, it becomes compensation". The author further states that, once employees are entitled to payment, they are moved by it, but not necessarily motivated. The author concluded by indicating that a reward that motivates is “therefore something that is not only given without obligation but something that is given as recognition for good performance.”

Furthermore, Erasmus et al. (2018) define remuneration as the financial and nonfinancial extrinsic rewards provided by an employer for the time, skills, and effort made available by the employee in fulfilling job requirements aimed at achieving institutional objectives.

### III. METHODOLOGY

This study utilized a quantitative research design. This is about quantitative data gathering that was necessary to establish an objective result on how participants appreciated the tool introduced (Bloomfield & Fisher, 2019). The study’s sampling technique is purposive sampling. This is a non-probability sampling design that selects a sample based on the characteristics of the population and the objectives of the study (Suryananda & Yudhawati, 2021). The elements of the sample were selected by the judgment of the researcher who perceived that they could obtain a representative sample through sound judgment that resulted in time and cost savings. The data were generated using an adopted survey questionnaire, by Malaca (2020), and distributed to the selected employees of the private institutions who were chosen to participate in the study. Data were collected using a survey questionnaire developed by the Researchers that was designed to answer the questions in the statement of the problem.

#### IV. RESULTS AND DISCUSSION

##### 1. Pay Structure;

Table 1. Pay Structure

Pay Structure	Employees (n=100)	Verbal Description
1. The employee is satisfied with his/her current salary.	2.47	Slightly Agree/Low Level
2. The employee is satisfied with the allowances provided by the organization.	2.49	Slightly Agree/Low Level
3. The salary given to the employee motivates him/her to perform the job well.	2.84	Moderately Agree/Moderate Level
4. Incentives influence the employee's performance/productivity at work.	3.25	Strongly Agree/High Level
5. The employee is satisfied with the benefits given to him/her by the company like medical or insurance.	2.82	Moderately Agree/Moderate Level
Overall Weighted Mean	2.77	Moderately Agree/Moderate Level

Legend: 1.00 to 1.74 Very Low Level/Disagree; 1.75 to 2.49 Low Level/Slightly Agree; 2.50 to 3.24 Moderate Level/Moderately Agree; 3.25 to 4.00 High Level/Strongly Agree

Table 1 shows that the respondents have a moderate level of satisfaction in terms of their pay structure with an overall weighted mean of 2.77 and a verbal description of moderately agree.

The highest item in terms of the weighted mean is item number 4, "Incentives influence the employee's performance/productivity at work" with a weighted mean of 3.25 and a verbal description of the high level of satisfaction. On the other hand, the lowest is item number 1 "The employee is satisfied with his/her current salary" with a weighted mean of 2.47 and a verbal description of a low level of job satisfaction.

This suggests that employees believe these motivators enhance their performance and productivity, indicating a positive organizational culture that values recognition and rewards. While the low satisfaction with current salaries highlights a potential area of concern, suggesting that financial compensation may not meet employee expectations. According to Akafo and Boateng (2015), employees are rewarded with cash in order to inspire them or to elicit positive conduct from them in terms of improving performance.

##### 2. Working Hours;

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Table 2. Working Hours

Working Hours	Employees (n=100)	Verbal Description
1. There is a flexible working hour policy in the workplace.	3.29	High Level/Strongly Agree
2. The use of time as flexible employees are often more disciplined in their time management.	3.25	High Level/Strongly Agree
3. It is easy for the employee to adopt a flexible working arrangement.	3.26	High Level/Strongly Agree
4. The company pays the employee once he/she renders overtime work.	3.22	Moderate Level/Moderately Agree
5. The employee is compensated when he/she works during holidays, company events and rest days.	3.24	Moderate Level/Moderately Agree
Overall Weighted Mean	3.25	High Level/Strongly Agree

Legend: 1.00 to 1.74 Very Low Level/Disagree; 1.75 to 2.49 Low Level/Slightly Agree; 2.50 to 3.24 Moderate Level/Moderately Agree; 3.25 to 4.00 High Level/Strongly Agree

Table 2 presents that the respondents have a high level of satisfaction in terms of their working hours with an overall weighted mean of 3.25 and a verbal description of strongly agree.

The highest item in terms of the weighted mean is item number 1, "There is a flexible working hour policy in the workplace" with a weighted mean of 3.29 and a verbal description of the high level of satisfaction. Conversely, the lowest is item number 4 "The company paid the employee once he/she rendered overtime work" with a weighted mean of 3.22 and a verbal description of a moderate level of job satisfaction. The high level of satisfaction with the flexible working hour policy indicates that employees

value work-life balance and appreciate the autonomy it provides. In contrast, the moderate satisfaction regarding overtime pay suggests that while employees may feel reasonably compensated, there is still room for improvement in how the company recognizes and rewards extra effort. Companies and institutions that are implementing flexible working hours may experience increased productivity among their employees. According to Sabir (2017), happy, motivated employees who appreciate the opportunity to work from home may be more likely to interact with their company and contribute significantly.

### 3. Training Needs;



Table 3. Training Needs

Training Needs	Employees (n=100)	Verbal Description
1. The employee gets the training and development he/she needs in his/her job to identify the skills/knowledge gaps within the business.	3.15	Moderate Level/Moderately Agree
2. The employee has a role in supporting his/her work-related training and development needs.	3.26	High Level/Strongly Agree
3. The employee's team support his/her work-related training and development.	3.32	High Level/Strongly Agree
4. The employee is satisfied with the training opportunities available in my work.	3.22	Moderate Level/Moderately Agree
5. The employee's team helps him/her meet my work-related training needs.	3.34	High Level/Strongly Agree
Overall Weighted Mean	3.26	High Level/Strongly Agree

Legend: 1.00 to 1.74 Very Low Level/Disagree; 1.75 to 2.49 Low Level/Slightly Agree; 2.50 to 3.24 Moderate Level/Moderately Agree; 3.25 to 4.00 High Level/Strongly Agree

Table 3 shows that the respondents have a high level of satisfaction in terms of their training needs with an overall weighted mean of 3.26 and a verbal description of strongly agree.

The highest item in terms of the weighted mean is item number 5, "The employee's team helps him/her meet my work-related training needs" with a weighted mean of 3.34 and a verbal description of the high level of satisfaction. On the other hand, the lowest is item number 1 "The employee get the training and development he/she needed in his/her job to identify

the skills/knowledge gaps within the business" of 3.15 and a verbal description of moderate level of job satisfaction. The findings indicate that employees feel a strong sense of support from their teams in meeting work-related training needs. Conversely, the adequacy of training and development to address skills and knowledge gaps suggests a need for improvement in training programs to better equip employees for their roles (Sloan & Geldenhuys, 2021).

#### 4. Reward and Promotion System;

Table 4. Reward and Promotion System

Reward and Promotion System	Employees (n=100)	Verbal Description
1. I give recognition for significant employee achievement.	3.35	High Level/Strongly Agree
2. There is a formal recognition program that increases the motivational value of the employees.	3.26	High Level/Strongly Agree
3. The company looks at the skills of the employees to be promoted to higher positions.	3.15	Moderate Level/Moderately Agree
4. There is a high chance for promotion in the employee's job.	3.05	Moderate Level/Moderately Agree
5. The job promotions in our company are awarded fairly and without bias.	3.24	Moderate Level/Moderately Agree
Overall Weighted Mean	3.21	Moderate Level/Moderately Agree

Legend: 1.00 to 1.74 Very Low Level/Disagree; 1.75 to 2.49 Low Level/Slightly Agree; 2.50 to 3.24 Moderate Level/Moderately Agree; 3.25 to 4.00 High Level/Strongly Agree

Table 4 reveals that the respondents have a moderate level of satisfaction in terms of their reward and promotion system with an overall weighted mean of 3.21 and a verbal description of moderately agree.

The highest item in terms of weighted mean is item number 1, "I give recognition for significant employee's achievement" with a weighted mean of 3.35 and a verbal description of the high level of satisfaction. On the other hand, the lowest is item number 4 "There is a high chance for promotion in the

employee's job" of 3.05 and a verbal description of a moderate level of job satisfaction. The findings suggest that employees feel highly valued and recognized for their significant achievements, which contributes positively to their overall job satisfaction. However, moderate satisfaction regarding promotion opportunities indicates a potential area for improvement, as enhancing career advancement prospects could further boost employee morale and retention (Rubens, 2024).

## V. CONCLUSIONS

The following conclusions are drawn from the study's findings:

1. The employees express a moderate degree of satisfaction with their pay structure.
2. The employees at their educational institutions are highly flexible with their work schedules.
3. The instruction that their educational institutions have given them has left the employees feeling delighted.
4. The employees show a moderate level of satisfaction with their system of rewards and promotions.

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