



# Internal Job Satisfaction of WUP MBA Alumni Employed in the Banking and Lending Sectors

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**Abstract** – This research explored the Internal Job Satisfaction of 50 WUP MBA Alumni Employed in the banking and lending sectors. The study discovered that respondents have moderate levels of job satisfaction with role alignment and relationships with superiors, but high levels of internal job satisfaction with regard to career advancement, working environment, and working relationships. The employees' work contributes to the success of the company. They feel that their supervisors continuously trust them to do quality work without feeling the need to closely monitor their daily tasks, and they desire to do work that is in line with the company's missions. Employees are also enthusiastic in their relationships with others, and the organization educates them about the risks and hazards of the workplace. Finally, this research presents human resource implications and recommendations for further research in this field.

**Keywords** – Alumni, banking sector, internal job satisfaction, lending sector, Master in Business Administration.

## I. INTRODUCTION

Employee's job satisfaction is the level of happiness or contentment that an employee feels for his/her job and is an essential part of any business organization (Kalogiannidis, 2020).

Sharma and Goel (2012) presented methods for the improvement of job satisfaction. In improving job skills, self-control and motivation were vital to achieve a goal. One can start to attain small goals before moving on to larger objectives. Support from co-workers in the advancement of skills can help the employee overcome the challenge and achieve job satisfaction.

A job turns to become boring as the employees' abilities are used routinely and do not match with work responsibilities. Job satisfaction can be improved to overcome boredom in the workplace by breaking the monotony. Cross-training can be done for the performance of different activities. Employees can be inspired too, to enhance the level of job satisfaction.

The article of Mizne (2017) described proven ways to boost the job satisfaction of employees. At the top of the list of factors contributory to job satisfaction and employee engagement were relationship with immediate supervisors and communication between management and employees.

The level of job satisfaction of employees in the banking sector was measured in the study of Rahman et al. (2017), based on the context of socio-demographic variables. Analysis of Variance and T-test estimated the level of satisfaction using indicators of welfare facilities, salary, bonus facilities, colleagues working relationships, view to officers, leadership styles, increment method of allocation, job security, work schedules, evaluation process, performance appraisal, which revealed higher level of job satisfaction on employees.

The job satisfaction of employees is critical to organizational survival (Latif et al., 2015), which makes the fact that employees are increasingly productive during their work hours when they are

relatively satisfied with their jobs of paramount importance to the success of organizations.

Any institution must study employee job satisfaction, as it directly benefits both the organization and its workforce. This research specifically aims to assess the job satisfaction of WUP alumni in their current workplaces. The findings will serve as baseline data to help institutions create better working environments for their graduates, ultimately enabling organizations to support and treat their employees more effectively.

This study sought to determine the internal job satisfaction of 50 WUP MBA Alumni working in Banking and Lending Institutions. Specifically, it determined their satisfaction as to career advancements, role alignment, and relationship with superiors, working environment, and working relationships.

## II. METHODOLOGY

This research employed a descriptive research method, utilizing a questionnaire to collect the needed

information from the respondents (Garcia & Subia, 2019). Aggarwal (2008), as cited by Salaria (2012), defines descriptive research as the systematic collection of information on existing conditions or situations, to describe and interpret them. This study involved collecting data from 50 Master in Business Administration Alumni of Wesleyan University-Philippines' Graduate School. The 50 respondents were chosen purposively using the following inclusion criteria: MBA graduate of WUP, at least three years working, and employee in the lending or banking sector. Means and weighted means were the statistical tools utilized in the study. The study was conducted during the second semester of the academic year of 2024-2025.

## III. RESULTS AND DISCUSSION

### Level of Job Satisfaction of the Respondents based on:

#### 1. Career Advancement;

Table 1 presents the level of job satisfaction of the respondents in terms of their career advancement.

Table 1. Career Advancement

| Career Advancement   | Employees<br>(n=50) | Verbal<br>Description |
|--|---------------------|-----------------------|
| 1. The employee has opportunities for his/her career growth.                                     | 3.24                | Moderate Level        |
| 2. The employees' work contributes to the success of the company.                                | 3.68                | High Level            |
| 3. The employee is well-prepared in any task we ask him/her.                                     | 3.48                | High Level            |
| 4. The employee's work consistently causes his/her to develop his/her talents and abilities.     | 3.46                | High Level            |
| 5. The employee regularly meets the task commitments in terms of deadlines to have quality work. | 3.42                | High Level            |
| Overall Weighted Mean  | 3.46                | High Level            |

Legend: 1.00 to 1.74 Not Satisfied; 1.75 to 2.49 Low Level; 2.50 to 3.24 Moderate Level; 3.25 to 4.00 High Level

Career advancement posted an Overall weighted mean of 3.46, verbally interpreted as high level of satisfaction. "The employees' work contributes to the success of the company" ranked the highest with a weighted mean of 3.68. The lowest ranked is the item "The employee has opportunities for his/her career growth" at 3.24.

The findings show that employees are generally satisfied with their career advancement.

They feel that their work plays an important role in the company's success, which contributes to their positive outlook. However, there is some concern about limited opportunities for career growth, suggesting that while employees are happy with their current roles, they may be looking for clearer paths to advancement within the organization (Auriol, Misu & Freeman, 2013).

#### 2. Role Alignment;

Table 2 shows the level of job satisfaction of the respondents in terms of their role alignment.

Table 2. Role Alignment

| Role Alignment   | Employees (n=50) | Verbal Description |
|--|------------------|--------------------|
| 1. The employee feels physically tired because of unrelated workload.  | 2.21             | Low Level          |
| 2. The employee is having a hard time concentrating at work because of other workload that is not part of his/her job. | 2.06             | Low Level          |
| 3. The employee wants to do work that is aligned with the missions of the company.                                     | 3.55             | High Level         |
| 4. The workload often prevents the employee from doing his/her work well.  | 2.18             | Low Level          |
| 5. The employee is satisfied with his/her current job responsibilities.  | 3.25             | High Level         |
| Overall Weighted Mean  | 2.65             | Moderate Level     |

Legend: 1.00 to 1.74; Not Satisfied; 1.75 to 2.49 Low Level; 2.50 to 3.24 Moderate Level; 3.25 to 4.00 High level

In terms of Role Alignment, the overall weighted mean for employees is 2.65, verbally interpreted as a moderate level of job satisfaction. The highest item rating is "The employee wants to do work that is aligned with the missions of the company" with a weighted mean of 3.55, while the lowest is "The employee is having a hard time concentrating at work because of other workload that is not part of his/her job" with a weighted mean of 2.06.

The findings suggest that employees have a moderate level of satisfaction when it comes to role

alignment. They show a strong desire to engage in work that supports the company's mission, indicating a sense of purpose. However, difficulties in focusing due to tasks outside their main responsibilities may be affecting their overall job satisfaction. This implies a need for better task alignment and workload management to help employees stay focused and motivated in their roles (Coco, Dale & Keller, 2018).

### 3. Relationship with Superiors;

Table 3 shows the job satisfaction of the respondents in terms of their relationship with their superiors.

Table 3. Relationship with Superiors

| Relationship with Superiors  | Employees (n=50) | Verbal Description |
|--|------------------|--------------------|
| 1. My superiors treat employees with respect.  | 3.27             | High Level         |
| 2. My superiors manifest good leadership in leading the team.  | 3.04             | Moderate Level     |
| 3. My superiors appear to be honest with employees.  | 3.03             | Moderate Level     |
| 4. My superior constantly trusts me to do good work without feeling a need to closely monitor my daily task. | 3.44             | High Level         |
| 5. My superiors give me useful feedback on my job performance.   | 3.12             | Moderate Level     |
| Overall Weighted Mean  | 3.18             | Moderate Level     |

Legend: 1.00 to 1.74; Not Satisfied; 1.75 to 2.49 Low Level; 2.50 to 3.24 Moderate Level; 3.25 to 4.00 High level

In terms of relationship with superiors, the employees have an overall weighted mean of 3.18 (moderate level). The highest item for employees is

"My superior constantly trusts me to do good work without feeling a need to closely monitor my daily task", with a weighted mean of 3.44 (HIGH LEVEL).

The lowest in terms of weighted mean is "My superiors appear to be honest with employees" (WM = 3.03) and is verbally described as a moderate level of satisfaction.

The findings indicate that employees generally have a positive relationship with their superiors, showing a high level of satisfaction. They feel trusted to perform their tasks without being

closely monitored, which can boost confidence and morale. However, there is still room for improvement, as some employees feel only moderately satisfied in this area. This suggests the need for consistent communication and trust-building efforts to strengthen relationships between employees and their supervisors (Tang, et al. 2020).

#### 4. Working Environment;

Table 4. Working Environment

| Working Environment   | Employees (n=50) | Verbal Description |
|---|------------------|--------------------|
| 1. The company is a safe place to work.   | 3.29             | High Level         |
| 2. The company makes the employees aware of the risk and hazards of the work environment. | 3.45             | High Level         |
| 3. The employee is comfortable in his/her working area.                                   | 3.31             | High Level         |
| 4. The working environment gives meaning in the employee's career growth.                 | 3.16             | Moderate Level     |
| 5. There is flexibility in employees' work environment.                                   | 3.14             | Moderate Level     |
| Overall Weighted Mean   | 3.27             | High Level         |

Legend: 1.00 to 1.74; Not Satisfied; 1.75 to 2.49 Low Level; 2.50 to 3.24 Moderate Level; 3.25 to 4.00 High level

For the working environment, the overall weighted mean of employees is 3.27 and is verbally described as a high level of satisfaction. Highest item ranking is "The company makes the employees aware of the risk and hazards of the work environment" with a weighted mean of 3.45. The lowest item is "There is flexibility in employees' work environment with a weighted mean of 3.14" and verbally described as a moderate level of satisfaction.

Rantaen (2013) suggests that "the best possible working environment was to consider all the tangible and physical objects that should support workers' well-being. Physical elements have a great role in sustainability and the overall working environment. If there are problems in that element, it can cause dissatisfaction, different health problems, and a decrease in productivity".

#### 5. Working Relationship

Table 5. Working Relationship

| Working Relationship  | Employees (n=50) | Verbal Description |
|---|------------------|--------------------|
| 1. The employee tends more towards being outgoing or more reserved.   | 3.60             | High Level         |
| 2. The employee is enthusiastic in his/her relations with others.     | 3.63             | High Level         |
| 3. The employee has been described as high-spirited by others.        | 3.22             | Moderate Level     |
| 4. The employee likes to be in control in relationships.              | 3.41             | High Level         |
| 5. The employee works towards co-operative relationships with others. | 3.52             | High Level         |
| Overall Weighted Mean   | 3.48             | High Level         |

Legend: 1.00 to 1.74; Not Satisfied; 1.75 to 2.49 Low Level; 2.50 to 3.24 Moderate Level; 3.25 to 4.00 High level

In terms of working relationship, employees garnered an overall weighted mean of 3.48, with a verbal interpretation of high level. For individual items, the highest ranked item is "The employee is enthusiastic in his/her relations with others" with a weighted mean of 3.63, while the lowest in terms of weighted mean is "The employee has been described as high spirited by others" (WM =3.22) and verbally described as moderate level.

The results imply that when employees work towards co-operative relationships with others, when they are enthusiastic about his/her relationship with others, and when they have been described as high-spirited, there is a very high level of job satisfaction. This brings forth the importance of a good working relationship in the performance of their jobs.

People are more productive if the working relationship is ideal. A good relationships, especially in the working environment, can make people more productive (Pozen & Downey, 2019).

#### IV. CONCLUSIONS

The levels of internal job satisfaction of the respondents as to their career advancement, working environment, and working relationships are at high levels, while moderate satisfaction for role alignment and relationship with superiors. The employees' work contributes to the success of the company. They want to do work that is aligned with the missions of the company, and they believe that their superiors constantly trust them to do good work without feeling the need to closely monitor their daily task. Additionally, the company makes the employees aware of the risk and hazards of the work environment, and the employees are enthusiastic in his/her relations with others.

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