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JOB SATISFACTION AND PERFORMANCE IN RELATION TO EMPLOYEES' RETENTION AMONG PRIVATE SECTORS IN OZAMIZ CITY

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ABSTRACT

Job satisfaction and performance concerning employee retention are the main factors in the survival and success of a business firm. Companies that create a work environment that attracts motivates, and retains talented employees will be in a better position to succeed in today's competition. This study determined job satisfaction and job performance in relation to employee's retention among private sectors in Ozamiz City. The study utilized descriptive quantitative research with a total of 120 respondents. There were four (4) establishments chosen with thirty (30) respondents, respectively, through purposive and random sampling techniques used in gathering data. Mean, and standard deviation were statistical tools used in the study a descriptive correlation. Significantly, the results of the study revealed that there is a significant relationship between employee's job satisfaction and employee's retention due to the lack of compensation and benefits that the company could give as well as the relationship between employee and supervisor in providing workers with the appropriate perks and incentives, which makes them feel appreciated, acknowledged, and respected by their superiors and colleagues. Therefore, employees are impacted by both job satisfaction and job performance. It is beyond dispute that increased performance is influenced by feeling appreciated and fulfilled at work. It would lead to staff retention.

Keywords: *employees, employee retention, job performance, job satisfaction*

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Chapter 1

INTRODUCTION

Rationale of the Study

People's lives are shaped by their jobs, which are crucial aspects of their lives. As a result, a firm must have a contented employee (Ali, 2021). The private sector in Ozamiz makes a substantial contribution to economic growth. Private sectors offer excellent services and encourage many individuals to achieve greater job satisfaction, which significantly impacts their employees' performance. This research aimed to determine the link between job satisfaction and level of performance, considering the private sector's contribution to society and the crucial role played by job satisfaction.

Job satisfaction refers to the degree to which employees actively engage in their jobs and believe that the organization appreciates their efforts and devotion. However, if employees do not like their jobs and how things are managed, it becomes a typical cause for workers to quit their jobs (Chron, 2021).

Job performance refers to the competence and effort shown by a person while doing a job. Employee job performance, which is researched in academics as a subfield of industrial and organizational psychology, is also examined in human resources management. Performance is a crucial factor for determining the results and success of a company.

While many people quit their positions in quest of a better salary, the underlying causes of turnover in so many instances are discontent with their current job or company. It has an impact on the person – as well as on the company (Danielle, 2021).

According to Lim et al. 2020, employee retention does not mean hiring someone who will stay in the same position until they depart the organization. Workers must push to stay engaged; consequently, retention should be fine if the company consistently delivers work that challenges employees' talents and aptitudes. Another practical retention approach is encouraging workers to aspire to higher responsible positions and search for progression opportunities outside the organization. The researchers developed succession-planning methods and were careful not to overpromise staff based on the possibility of future vacancies in the organization. Mayhew (2018) stated that giving chances for professional growth, succession planning, and training that allows employees to take on new tasks or cross-functional assignments will help them keep their employees and prevent turnover. Employers should focus on retaining high-performing employees rather than just retaining workers – regardless of how well they are doing to claim that the company has a low yield rate.

The private institutions in our country have something to do with offers such as employee incentives and wages for them to function or to work well in their field of expertise. The most challenging problem that business confronts today is managing their staff and retaining them on the job for as long as possible while keeping them motivated and ambitious (Harvard Business Magazine, 2003).

'Mbui (2011) explained that performance may be impacted by a variety of elements, including an individual's personality, the values taught in them, two attitudes, and competence, which is a combination of how they view things and their motivation. However, it was also said that biographical variables such as their age, gender, marital status, and seniority level could not provide precise and reproducible facts of linkages to

boost employee successes and job happiness. Employee performance management is a business process that aligns employee metrics, skills, competencies, development plans, and outcomes delivery. High levels of employee satisfaction indicate high retention of employees for the organization (Haddad et al., 2018). According to Wright et al., 2004, job satisfaction improves job performance in any organization. Prior research in human resource and organizational behavior has found a direct relationship between job satisfaction, performance, and intention to retain (Fatah et al., 2017). The researchers discovered evidence of a connection between job satisfaction and performance and employee retention intention.

According to Smith et al., (2017), the extent to which someone is pleased and satisfied with a job is referred as fulfillment. This demonstrates that an employee's job performance, objectives, and goals are essential. It is noticed in an employee's typical attitude toward his or her job. According to (Nhuta, 2017), someone with a high level of job satisfaction nurtures compelling attitudes and has an outstanding performance on their job. Work fulfillment is a fantastic passionate kingdom and will result in employee retention (Niemiec et al., 2017).

This condition also impacts the employment market because organizations are more likely to need human resources to maintain competitiveness in their particular sectors due to this circumstance. The researchers conducted the study in order for the study's findings to have an impact on the various sectors in the community, particularly the private sectors in Ozamiz City, Misamis Occidental. The fulfillment of the study will assist the sector in evaluating the connection between employer and employee.

In recent years, researchers in management, social psychology, and practical operations have paid close attention to job satisfaction and performance to employee retention. Job satisfaction remains one of the most extensively researched job attitudes in Industrial and Organizational Psychology (Judge et al., 2017). Individual performance is critical for both organizations and individuals. They performed well on the job, resulting in satisfaction, self-efficacy, and mastery (Bandura, 1997; Kanfer et al., 2000). Moreover, researchers have determined that employee job satisfaction and performance relate to employee retention. Therefore, these factors are interlinked. Despite this, only some studies have focused on how job satisfaction and performance affect employee retention. This is the gap that the researchers are filling in this study.

This study mainly focused on job satisfaction and performance to employee retention. Employee satisfaction is essential, as well as the excellent performance of an employee. Employees who are satisfied with their work will perform nicely and stay in their current job.

Theoretical Framework

This study is anchored on three theories, namely, the Equity Theory by John Stacey Adams (1965), Maslow's Hierarchy of needs by Maslow (1954), and The Theory of Organizational Equilibrium (Barnard, 1938).

Equity Theory by John Stacey Adams (1965)

According to Adams' Equity Theory of Motivation (1965), the connection between an individual's contributions and the advantages they receive plays a significant role in

determining their feelings of justice and equity and, as a result, their motivation levels. However, to better understand this, it is necessary to have a firm grasp on the kinds of things that might be categorized as either inputs or benefits of motivations (Salim & Portmann, 2022). The motivation to pursue and meet one's wants is what drives one. Job satisfaction at work and organizational performance depend heavily on employee motivation. It is the degree of dedication, zeal, and vigor that employees of a company bring to their jobs every day. Without it, businesses endure decreased productivity, lower levels of output, and a higher likelihood of missing key objectives (Ibrahim, Alzoubi, Alzubi, AL-Tahitah & Kadhim, 2022).

Additionally, according to Stacey Adams' equity theory, our motivation is influenced by the amount of compensation we receive compared to how much we believe we have contributed. The theory considers justice, equality, and the value of comparisons with others. For instance, one element that increases an organization's chances of surviving and maintaining a competitive advantage is boosting employee motivation. High productivity results from motivated, knowledgeable, and competent workers and is seen as a crucial element in an organization's ability to compete and attract top talent (Aman-Ullah, Aziz, Ibrahim, Mehmood & Abbas, 2021). Particularly important in terms of performance, which is a source of employee retention, is the employee's level of motivation. As a consequence of this, one could argue that in a complex and dynamic environment, businesses should concentrate on human capital, employee motivation, and the know-how necessary to manage employee performance because the latter is considered to have a direct influence on the rate at which employees stay with a company (Boutmaghzoute & Moustaghfir, 2021).

Thus, there is a relationship between job performance and satisaction, which is the fundamental reason for any organization's continued existence. Various motivational theories are used to study the motivation of employees and the level of job satisfaction that they perceive. It was emphasized that a connection exists between motivation, job satisfaction, and performance on the Job (Shah & Asad, 2018). They were aware that being happy in one's work environment and performing well on the job are two components of the motivational process. While motivation is primarily concerned with goal-directed activity, job satisfaction is tied to a sense of fulfillment, which can be acquired through a variety of rewards and activities related to one's employment (Anwar, 2017). A high level of motivation in an employee ensures that they take pleasure in all of the actions that are associated with their profession (Ha et al., 2020).

Maslow's Hierarchy of needs by Maslow (1954)

Maslow's Hierarchy of needs by Maslow (1954), provides a, classification of human needs as deficiency needs and growth needs. Each lower level of performance deficiency needs must be met before progressing to the next higher level. Once all these needs have been met, if a performance deficiency is discovered at some point in the future, the individual will take action to correct the performance deficiency.

In addition, this concept of Maslow's Hierarchy of Needs is a hypothesis in the field of psychology that attempts to explain human motivation by positing that people are motivated to fulfill increasing degrees of their needs. In particular, one of the primary concerns of industrial and organizational psychologists is the relationship between job satisfaction and performance on the Job (Pattiruhu et al., 2020). Many among us take

pleasure in work and regard it as an integral component of our lives. On the other side, some people find their jobs disagreeable and only do them because they have to. The degree to which an individual is motivated and enjoys their jobs is reflected by their level of job satisfaction (Alshurideh et al., 2020).

Accordingly, the degree to which a worker's requirements are met by their employment is a significant factor in determining job satisfaction and performance. This drive is an essential component for a person to have in order to reduce the amount of staff turnover. The Hierarchy of Needs Theory is pertinent to the present investigation because it may be applied to an organization's orientation and its workers' motivation. They say that the theory can identify ways in which managers might guide the employees or subordinates under their supervision to become self-actualized, which is an essential goal of management. When employees do their best for their organization, the organization's culture and human resource practice should also ensure that the employees' level of needs are reflected in the values that the organization holds in high esteem. The idea implies this dual role of the theory, which applies first to organizations and then to employees. The reasoning behind this dual role is that the organization and the employees are responsible for determining how well their organization performs.

The Theory of Organizational Equilibrium (Barnard, 1938)

The theory of Organizational Equilibrium (Barnard, 1938) is regarded as the first formal theory on turnover retention and provides a comprehensive understanding of the significance of employee retention. According to this theory, an individual will stay in an

organization as long as their perceived contribution to the organization and the organization's perceived contribution to their life are both pleasant.

Thus, the theory of organizational equilibrium by Barnard, 1993 stressed that motivating a person to continue to contribute is one of management's essential activities. The belief that positive worker performance is rewarded appropriately with fair compensation is another possible source of employee satisfaction (Kipkosgei & Njoroge, 2022). Some see this as an example of an expectancy valence dynamic. Contributions made by employees are ultimately traded in for rewards by their employers as part of an effort-for-rewards system (Barnard, 1938). Workers experience feelings of dissonance or injustice when the incentives they receive do not correspond to their efforts. This perception of unfairness will eventually lead to increased resistance in the form of work stoppages, absenteeism, and other costly forms of labor unrest.

Furthermore, employees' impressions of their work and their organization's dedication to the work and the organizations in which they are employed are critical factors in determining job satisfaction. Higher levels of job satisfaction typically result in several benefits for the business, mainly when these feelings are positive (Krishna, Upadhyay, Ansari & Babu, 2022). When an employee is happy in their position, they are more likely to feel dedicated to the organization they work for, and it results to organized job performance (Miller & Monge, 1986). This devotion shows itself in the form of interpersonal connections within the place of employment and the employer responsible for providing them with a job. These highly committed workers are the ones who make the additional effort each day to come to work despite the various distractions that life presents them with. The number of worker absenteeism and withdrawal cases is cut down as a direct

result of increased work engagement (Gadon, 1984). Labor inefficiency is caused by absenteeism and withdrawal from work.

The three theories implied how the variables worked for the study based on previous studies other researchers conducted. The theories supported the main idea of the study on how it can affect an individual's work ethic regarding job satisfaction, job performance, and employee retention. Emphasizing theories provides better background on the ability of a worker to work amidst appreciation and pressure from the one above them. It gives a clearer idea of how they will perform their duties and responsibilities. Employee job satisfaction is important to an organization's performance. Job satisfaction is any combination of psychological, physiological, and environmental factors that leads a person to say truthfully, "I am satisfied with my job." When an employee is satisfied with the job but has poor performance, that employee is not qualified to retain. Job satisfaction and performance are great factors of employee retention because once an employee is satisfied and has a good performance on that job, then that employee deserves retention whenever the employee wants (Hoppock, 1935).

Conceptual Framework

Job Satisfaction

Job satisfaction is defined as the degree to which workers are self-motivated, delighted, and satisfied with their jobs. Employment satisfaction arises when a person sees job security, professional growth, and a nice work-life balance and acknowledges the private sector's commitment to society and the important role of job satisfaction in boosting

employee performance. Employee retention is improved by job satisfaction. Employee retention is a reliable and meaningful determinant of job satisfaction.

Compensation and Benefits. An employee receives remuneration in exchange for their service to the organization. It is an organized process that balances the work-employee relationship by giving employees monetary and non-monetary advantages. Bonuses, profit sharing, overtime pay, recognition prizes, and sales commission are all examples of compensation. (Pearce, 2010).

Promotion and Career Development. Employers who encourage employee career growth and planning have a more educated and skilled workforce. It is important to maintain a fair employee promotion policy. Employee career appraisal should be based on abilities, knowledge, effective task completion, and time management (Lin et al., 2002).

Employee Supervisor Relationship. Supervisors should adopt an upbeat, informal communication style to improve the quality of the supervisor-subordinate relationship. Organizations should provide supervisors with information about the implications of workplace gossip, demonstrating the substantial benefits of positive gossip and the potential drawbacks of negative gossip. (Kou et al., 2018).

Work-Life Balance. When there is a work-life balance, a person may live a happy, healthy, and prosperous life. Work-life balance has become a top priority for people seeking a high quality of life (Breitenecker et al., 2018). Many people have defined the concept of Work-Life Balance, and for most people, work comes first.

Job Performance

Employee performance is defined, and each aspect influences employee performance. According to the findings, knowledge management, information and communication technology, employee empowerment, innovation and creativity, and organizational culture substantially influence employee performance. On the other hand, the link between these characteristics is critical in preserving employee performance and attitude (Tuffaha, 2020). The job performance of an employee differs in their quality attributes, the traits they have to fit into the environment easily, the skill to get along with others in the workplace, and how they can handle pressure at most crucial times. An employee's job performance can be seen in team building or individual tasks completed.

Job performance is an excellent help in identifying who deserves to be retained, not just the employee who wants to retain his/her job. Some employees are satisfied with their job without thinking that their performance could improve. Job satisfaction and performance should always go together to achieve quality employee retention.

Qualities and Traits. Employees with these two characteristics are shown to be more intellectual and creative in their work, and they establish a positive atmosphere with everyone's needs in mind. They not only demonstrated that employee personality traits significantly impact job performance, but they also encouraged employers and business leaders to design appropriate development strategies for their employees based on these personality traits if they want to see significant growth in organizational productivity and development (Ababneh, 2021). Job performance qualities and traits are also important

factors to consider in employee retention because if an employee only works without good qualities and traits, retention is pointless.

Satisfactory performance in a certain job. One of the work attitudes that is still widely explored in Industrial and Organizational Psychology, according to Judge (2020) is satisfying performance in a certain job. Academics and practitioners have recognized the importance of job satisfaction because it may be used to predict major organizational performance outcomes. When it comes to managing their personnel, one of the most difficult issues that today's managers face is job satisfaction. Many studies have shown that there is a considerable influence on job satisfaction and worker motivation. In contrast, the level of motivation impacts productivity and, hence, the performance of business organizations (Ali et al., 2021). Satisfactory performance in a specific job is important to consider because when an employee does the job wholeheartedly, the employee can say to himself or herself that he or she is satisfied with the performance. With that, the employee will be proud of himself or herself and can tell that he or she deserves retention.

Role or Team. Lessner (2019) considered how important a team is in controlling the goal-setting of employees. Teamwork is described as a good, rewarding state of mind relating to work that is marked by vitality, dedication, and immersion in the context of job performance. Engaged employees have high energy levels and are actively immersed in, completely focused on, and thoroughly enjoying their work. Working together will improve an organization's climate, which leads to happier and more fulfilling job performance that results in employee retention (Hakanen et al., 2021).

Having a job is a privilege; besides, having an excellent team to work with is an additional advantage. Being with a great companion or team on the job makes an employee more comfortable and happier with the position, which makes the employee want to stay or retain with the company.

Employee Retention

Employee retention management requires taking deliberate actions to keep workers engaged and focused in order for them to choose to remain employed and fully productive for the benefit of the company. A strong employee retention program may assist in recruiting and retaining key workers while reducing turnover and related costs. According to the Society for Human Resource Management, all of these elements contribute to organizational productivity and total corporate performance. Keeping a quality employee is more efficient than recruiting, training, and orienting a new employee of the same level. Employees who are engaged are content with their employment, love their work and the organization, think their job is significant, are proud of their firm, and believe their employer honors their efforts.

Culture/ Values recognition. Employee recognition is a positive reaction to employee behavior and evaluation of the worth and contributions of employees. Recognizing contributions to their teams and the organization's success helps them understand how much their employers value them. This is especially important as organizations expand or undergo change. It encourages staff to feel secure in their contribution to the business, encouraging them to keep up their excellent work (Xi, 2021).

Effective recognition is a concept that needs more research, but previous articles (Schmitz, 2019) also mentioned some more elements that might help figure out how effective recognition is. An organizational culture that recognizes the value of personnel and associated managers' awareness of recognition are important parts of recognition effectiveness. Also, it is assumed that combining cash and non-cash recognition practices can better motivate employees. Keeping a positive workplace culture can help with employee development and retention. A negative or toxic culture can result in dissatisfied or disengaged employees and unsatisfactory work. A negative workplace culture will likely drive away your best employees. So it is very important to keep a positive workplace and respect each other's culture.

Continuous learning. According to Hauer et al., (2021), feedback and coaching are seen as opportunities for growth in a workplace culture that values continuous learning. Creating a culture of continuous learning begins with emphasizing the importance of providing and receiving feedback and encouragement. This encourages your employees to adopt a learner mindset and become proactive in gathering insights from co-workers. If you want your team to invest time in continuous learning, they must believe in the value of learning (Amushila, 2021). A continuous learning platform is a tool that allows employees to learn new skills on an ongoing basis. Employees can continue to work on personal development while also assisting the team. The company will grow faster because the team is always looking for something new and innovative. Employees who are satisfied and engaged in their job are more likely to stay on the job for a longer time.

Community Impact. A strong community is essential to a successful organization. Job candidates are more motivated to work for the firm and advance its mission because they believe they can be themselves while doing their jobs (Boutmaghzoute et al., 2021). According to (Fan & Potonik, 2021), feeling of the community enables workers to feel like they are a part of something bigger than themselves, giving their job and life a purpose. Community sustainability is the most crucial. It can be divided into smaller segments while still maintaining its integrity and potency. A lot of organizations are busy aiming to create a truly purposeful management of people solidarity in their management practices. For an employee to want to retain to the company, employers should create simple approaches on how to shape meaningful conversations and ask them how they are progressing with their professional or personal goals. In that manner, employees will retain their job, be motivated, and find ways to improve their daily skills to reach their specific goals.

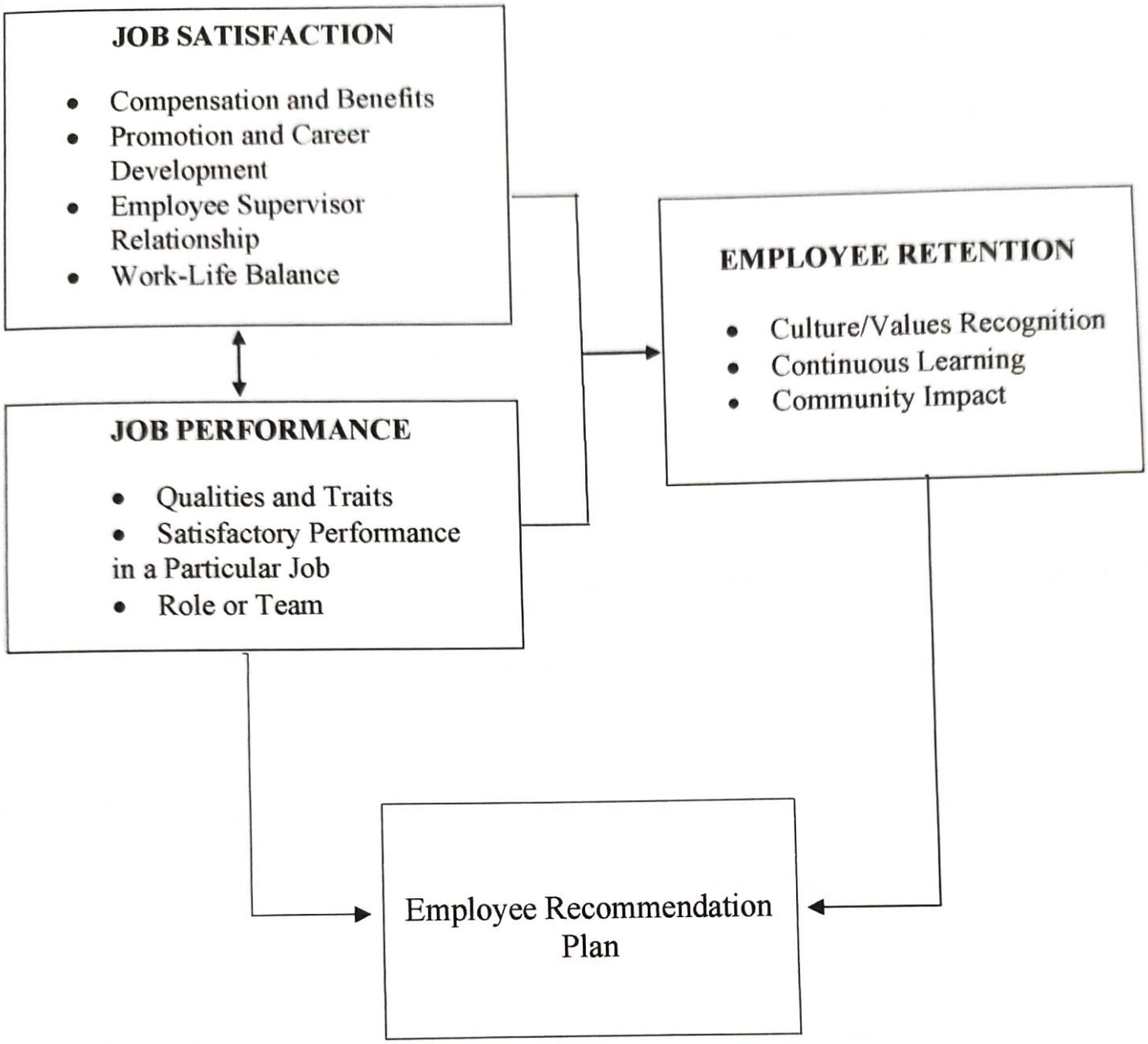


Figure 1. Schematic Diagram of the Study

Statement of the Research Problem

This study aimed to determine job satisfaction and performance concerning employee retention among private sectors in Ozamiz City. The study sought answers to the following specific problems:

1. What is the level of employees' job satisfaction among private sectors in Ozamiz City as perceived by employees as to: Compensation and Benefits, Promotion and Career Development, Employee Supervisor Relationship, and Work-Life Balance?
2. What is the level of employees' job performance among private sectors in Ozamiz City as perceived by employees as to: Qualities and Traits, Satisfactory Performance in a Particular Job, Role or Team?
3. What is the level of employees' retention among private sectors in Ozamiz City as perceived by employees as to: Culture/Values Recognition, Continuous Learning, and Community Impact?
4. Is there a significant relationship between employee's job satisfaction and employee's retention?
5. Is there a significant relationship between employee's job performance and employee's retention?
6. Is there significant relationship between the employee's job satisfaction and performance in relation to employee's retention?
7. What is your proposed employee recommendation plan?

Null Hypothesis

The concept of this research is that by providing workers with the appropriate perks and incentives, they would feel more appreciated, acknowledged, and respected by their superiors and colleagues.

Ho1: There is no significant relationship between job satisfaction and employee retention.

Ho2: There is no significant relationship between job performance and employee's retention.

Ho3: There is no significant relationship between job satisfaction and performance in employee's retention.

Chapter 2

RESEARCH METHODOLOGY

Design

The study used a descriptive-correlational method of research. Descriptive research design attempts to collect quantifiable population sample data for statistical analysis. This descriptive methodology focused more on the "what" of the research subject than the "why" of the research subject. The descriptive-correlational research approach uses statistical data to provide systematic information and assess the level of a relationship between two or more variables (The Experienced Journal, 2021). The descriptive-correlational design is considered appropriate for the study to determine job satisfaction and performance in relation to employees' retention.

Setting

In order to gather the data needed for the study, the researchers pinpointed the location, which is Ozamiz City, Misamis Occidental. Ozamiz City is located in the southern part of the Philippines, where private sectors/establishments are settling for daily living, and it is accessible for the researchers to gather data. Ozamiz City is agricultural by resources, but it has become the center for Commerce, Health, Transportation, and Education in this part of Mindanao, considering its strategic location and peaceful atmosphere. The researchers gathered information on the selected private sectors such as Emcor, Unitop, Des Appliance, and Quality Appliances because these establishments are qualified in this study and are consist of 30 employees or more.

Respondents of the Study

The researchers distributed ten consent letters to 10 establishments in Ozamiz City, but only 4 out of 10 establishments were approved. The respondents of this research were composed of 30 random employees per establishment, a total of 120 employees. These employees should have the following criteria: (1) regular status; and (2) agree to the consent to be part of the study. Respondents were identified by their age, length of service, gender, and name (Optional). All respondents answered the information section of the questionnaire with the assistance of the researchers. All confidential information was considered safe under the researcher's supervision.

Instruments

The researchers performed face-to-face surveys with survey questionnaires. The obtained data were tabulated on an excel spreadsheet for processing and analysis to interpret the data. These questions are reflected in the results and discussion area as tables to compare results in the different establishments.

A. Level of Employees' Job Satisfaction Questionnaire is adopted from Biason, (2020). This questionnaire was used to determine how satisfied employees are with their jobs. The questionnaire consists of 20 indicators.

In determining the employees' job satisfaction, the following scale was used:

Responses		
Continuum	Interpretation	Interpretation
Strongly Agree (SA)	3.25-4.0	Very High
Agree (A)	2.50-3.24	High
Disagree (DA)	1.75-2.	Low
Strongly Disagree (SD)	1.0-1.74	Very Low

B. Level of Employees' Job Performance Questionnaire was adopted from Darshana Dutta, 2019. This questionnaire was used to determine how good employees are with their job performance. The questionnaire consists of 15 indicators.

In determining the employees' job performance, the following scale was used:

Responses	Continuum	Interpretation
Strongly Agree (SA)	3.25-4.0	Very High
Agree (A)	2.50-3.24	High
Disagree (DA)	1.75-2.	Low
Strongly Disagree (SD)	1.0-1.74	Very Low

C. Level of Employee Retention Questionnaire was adopted from Salman Islam and Shariar Arman Shafi, (2020). This questionnaire was used to determine if employees want to be retained on their current jobs. The questionnaire consists of 15 indicators.

In determining the employees' retention, the following scale will be used:

Responses	Continuum	Interpretation
Strongly Agree (SA)	3.25-4.0	Very High
Agree (A)	2.50-3.24	High
Disagree (DA)	1.75-2.40	Low
Strongly Disagree (SD)	1.0-1.74	Very Low

Data Collection/Gathering

After the research adviser and panel committee approved the questionnaire, the researchers made a letter of consent to survey the selected private sectors of Ozamiz City. The team leader and adviser signed the letter of consent. The research team was divided into two groups to conduct the survey simultaneously; the same team retrieved the instruments distributed to the respondents.

Ethical Considerations

This study upheld the eleven categories of Bell and Bryman's (2007) ethical principles. First, the people who participated in the research were not harmed. Second, the researcher should respect the dignity of both research subjects and others and refrain from causing them discomfort or fear. Third, the researcher confirmed that survey participants were provided with free, informed consent. Fourth, there is a need to safeguard study subjects' privacy or prevent privacy violations. Fifth, research data must remain confidential, whether it relates to individuals, groups, or institutions: sixth, anonymity protection for individuals or organizations must be maintained. Seventh, the research process will likely be cheated through fabrications or illegal actions which should be avoided. Eighth, to disclose any business or personal relationships that might have influenced the research, including sponsorship, conflicts of interest, and financial support. Ninth, information about the research be shared with all appropriate parties in a transparent and honest manner, as well as the need for trust. Lastly, the idea is that the research should be advantageous to both the researcher and the participants or that there should be some kind of active participation or collaboration. Finally, when reporting research findings, it is crucial to avoid misrepresenting, misconstruing, or lying.

Data Analysis

The following statistical tools were used in this study:

Mean and Standard Deviation measures how happy employees are with their jobs, how well they do their jobs, and how long they stay with the company. Mean and Standard

Deviation, shows how happy employees are with their jobs, how well they do, and how long they stay with the company.

Person Product-Moment Correlation Coefficient identifies the important relationship between job satisfaction and employee retention success. The Pearson Correlation Coefficient assesses the significance of the relationship between employee job satisfaction and retention, employee job performance and retention, and employee job satisfaction and performance and retention. This is the most used approach for assessing the strength and direction of linear correlation between two variables.

Chapter 3

RESULTS AND DISCUSSONS

Level of Employees' Job Satisfaction.

Table 1 shows the data gathered by the researchers. This table shows the level of employees' job satisfaction in the private sector in Ozamiz City as they perceived it. The total result is low; the highest variable is Promotion and Career Development with a weighted mean of 1.538, SD=0.4549, which is still interpreted as low. It is followed by Work-Life Balance with a weighted mean of 1.503, SD=0.4558, which is interpreted as low, and Compensation and Benefits with a weighted mean of 1.502, SD=0.4572, which is interpreted as low. Lastly, the Employee Supervisor Relationship had a weighted mean of 1.495, SD=0.4557, which is interpreted as low.

The findings indicated that those working in the private sector in Ozamiz City are dissatisfied with their occupations. This indicates that they do not receive adequate compensation and benefits, that they are not given the opportunity to advance their careers and be promoted, that the relationship between employees and their supervisors is not extremely positive, and that they do not feel as though they have achieved a healthy balance between their work and their personal lives.

This interpretation is related to the study of "The Link Between the Quality of the Supervisor–Employee Relationship" and the "Level of the Employee's Job Satisfaction" (Leonardo Stringer, 2006) and "The Importance of Compensation and Benefits on University Student's Perceptions of Organizations as Potential Employers" (Ghiselli, 2015) which adapt the Employee-Supervisor relationship and compensation benefits of the employees and to job satisfaction. Those who have a low level of contentment may

experience bad feelings regarding their occupations and the workplace, which will cause them to become irritated. When workers are unhappy in their positions, they are far more likely to experience stress on the job and feel stressed about it. Employees who describe themselves as pleased or content in their work environment are far less likely to report feeling stressed out due to their retention (Glock et al., 2022).

This study and the data it obtained highlight how crucial it is for employees to raise their morale by receiving promotions, opportunities for career advancement, and the ability to improve their financial situation through fair pay and benefits. The employee's relationship with their co-workers and even their supervisor at work will improve if their work-life balance is prioritized.

Therefore, employees are dissatisfied with their job. They were not able to develop satisfaction which resulted in unsatisfactory performance in their role or team. Employers must emphasize the importance of allowing people to develop in their jobs, earn appropriate salaries and benefits, and boost their beneficial well-being.

Table 1. Level of Employees' Job Satisfaction

Variables	Mean	Std. Deviation	Interpretation
Compensation and Benefits	1.502	.4572	Low
Promotion and Career Development	1.538	.4549	Low
Employee Supervisor Relationship	1.495	.4557	Low
Work-Life Balance	1.503	.4558	Low

Scale: 3.25-4.0 Very High, 2.50-3.24 High, 1.75-2.49 Low, 1.0-1.74 Very Low

Level of Employees' Job Performance

Table 2 shows the level of employees' job performance among private sectors in Ozamiz City as perceived by employees.

The total result is low; the highest variable is Qualities and Traits with a weighted mean of 1.585, SD=0.4125 which is interpreted as low. It is followed by Satisfactory Performance in a Particular Job with a weighted mean of 1.462, SD=0.4558 which is interpreted as low. Lastly, the Role or Team, with a weighted mean of 1.442, SD=0.4468, is interpreted as low.

According to the findings, employees' job performance in terms of qualities and traits, satisfactory performance, and the role or team could be more promising and go higher for the required standard performance by an employee. The private sector employees need to improve their performance, which means they still need to improve their Qualities and Traits, leading to improved performance in their particular job as in their Role or Team.

This interpretation is related to the study "Personality Traits and Job Performance" which measures work-related personality characteristics and has increasingly become a vital function of human resources in employee selection (Levy, 2011). "The Importance of Satisfaction and Performance on the Job" was helpful to management because they determine workers' organizational behavior. The commonly held opinion is, "A satisfied worker is a productive worker." A satisfying workforce will create a pleasant atmosphere within the organization to perform well. Pushpakumari (2008) which connects the role and team that denotes helping co-workers resolve work problems is vital in organizations such as professional service firms where most work is done by project teams delivering customized client services (Gardner et al., 2012; Podsakoff et al., 2009).

Therefore, employees need to improve their performance in their job. Employees who are motivated and competent in their performance significantly benefit the company. Employees must have a good relationship with the employer and the work team to retain the company.

Table 2. Level of Employees' Job Performance

Variables	Mean	Std. Deviation	Interpretation
Qualities and Traits	1.585	.4125	Low
Satisfactory Performance in a Particular Job	1.462	.4314	Low
Role or Team	1.442	.4468	Low

Scale: 3.25-4.0 Very High, 2.50-3.24 High, 1.75-2.49 Low, 1.0-1.74 Very Low

Level of Employees' Retention

Table 3 shows the level of employee retention among private sectors in Ozamiz City as perceived by employees. The overall result is Low. The highest variable is Culture/Values Recognition with a weighted mean of 1.912, SD=0.4125, which is interpreted as low. It is followed by Community Impact with a weighted mean of 1.542, SD=0.4342, which is interpreted as low. Lastly, Continuous Learning with a weighted mean of 1.508, SD=0.4622, is interpreted as low. This data gathered stipulates that the community impact, together with the continuous learning of the employee was low.

The results is related to the study "Integrating Design Thinking into a peer-learning community: Impacts on professional development and learning" (Kantola, 2019). Managing retention is different from the goal of employee retention. It involves controlling others. Employee retention will be taken care of if a firm manages its personnel effectively. People want to work for a company that offers: Recognition for the task completed, numerous opportunities, and an atmosphere that is welcoming and cooperative, giving employees the impression that they are working in a second home.

Furthermore, the degree to which a person enjoys their work may be seen in how well they perform their job, another factor contributing to employee retention. Hassan (2022) claimed that an employee's ability to fit in with the company's culture is the single

most critical factor in determining whether or not a company is successfully retaining exceptional people, especially when the company is going through significant changes. However, to keep the employees, one must start by clearly communicating the firm's culture (Niebuhr, Borle, Börner-Zobel & Voelter-Mahlknecht 2022).

The private sector should consider Culture /Values Recognition, Continuous Learning, and good Community Impact on their employees to retain them. Employee retention creates a more profound connection among other employees, increases employee loyalty, and has a highly skilled workforce.

Table 3. Level of Employees' Retention

Variables	Mean	Std. Deviation	Interpretation
Culture/Values Recognition	1.912	.5650	Low
Continuous Learning	1.508	.4622	Low
Community Impact.	1.542	.4342	Low

Scale: 3.25-4.0 Very High, 2.50-3.24 High, 1.75-2.49 Low, 1.0-1.74 Very Low

Significant Relationship between Employee's Job Satisfaction and Employee's Retention

Table 4 shows that there is a significant relationship between employee job satisfaction and employee retention. There is a significant strong positive correlation at an R-value of 0.753 and p-value=0.000. This result stipulates that as job satisfaction increases, employee retention increases as well. Job satisfaction has an impact on employee retention.

The findings show a significant relationship between employee job satisfaction and employee retention. The relationship between employee retention and job satisfaction at work has been one of the most researched areas in management in different professions. Moreover, employee retention is a major concern in an organization's competitive

advantage since it would impact the organization's efficiency, productivity, and sustainability.

The data interpreted is related to the study "A Review of Employees' Job Satisfaction and its effect on their Retention" (Irabor et al., 2019). Employee job satisfaction and retention are essential determinants of a company's success and survival. No one can define an individual's level of satisfaction with the work. However, some elements impact employee pleasure at work, either directly or indirectly. Companies that create a work environment that motivates and retains exceptional individuals will be better positioned to prosper in today's competitive business world, where quality and cost-efficiency are required. One of the most challenging difficulties that firms face today is managing their people resources and satisfying and retaining them. Securing and retaining a talented workforce is critical for any organization because employee knowledge and skills have become critical in attaining a competitive advantage in today's economic environment. In the study of Gorge (2020), the purpose was to look at the direct relationship between employee retention in China and variables including job satisfaction, workplace conditions, and training and development. Based on cross-sectional data gathered from workers in manufacturing SMEs in China, they investigated the moderating influence of transformational leadership in the relationship between job satisfaction, working environment, and training and development on employee retention. The current empirical data demonstrated that all three elements significantly impact employee retention, including job satisfaction, training and development, and the workplace environment. However, current statistical findings do not support the moderating role of transformational leadership in the relationship between employee retention and job satisfaction, the workplace, and training and development. The data findings show that staff retention

correlates with job satisfaction. Retention is more likely to occur when workers do better at work. It complements each other.

Therefore, there is a strong relationship between Job Satisfaction and Employee Retention because employees are satisfied with their jobs when they are recognized with achievement, recognition, and responsibility. An employer must care about the satisfaction of his/her employee in order for an employee to retain.

Table 4. Significant Relationship between Employee's Job Satisfaction and Employee's Retention

Variables	Coefficient	p-value	Interpretation
Job Satisfaction & Employees Retention	0.753	0.000	Strong correlation

Interpretation: 0.00-0.199 Very Weak, 0.20-0.399 Weak, 0.40-0.599 Moderate, 0.60-0.799 Strong, 0.80-1.00 Very Strong

Significant Relationship between Employee's Job Performance and Employee's Retention

Table 5 shows a significant strong relationship between employee job performance and employee retention at R-value= 0.681 and p-value=0.000. This result stipulates that Job Performance and Employee retention are interrelated. When the employees are motivated by their performance, employee retention increases. It could also mean that job performance affects employee retention. This data relates to the study "The Impact of Training and Development, Job Satisfaction and Job Performance on Young Employee Retention" (Nguyen & Cuong, 2020). CEOs emphasized the significance of long-term, high-performing employees, as they are essential to developing a collaborative corporate

culture and inspiring commitment. CEOs also looked at retention policies and their impact on employee attitudes.

The findings showed a significant relationship between an employee's job performance and their probability of remaining with the company. Recent research showed a significant correlation between the variables, indicating they have a close connection. Employee engagement is the degree to which people enjoy coming to work or are happy with their pay and benefits. Job satisfaction is the degree to which people are absorbed with, committed to, and enthusiastic about their assigned work tasks. There is a strong correlation between employee job performance and employee retention, indicating that employee engagement is the degree to which people enjoy coming to work or are happy with their pay and benefits. This study provided further evidence to support the findings of YOLDASH and Nicoleta's (2022) investigation into the level of engagement displayed by employers. Job performance increases when employers engage in methods that foster healthy working relationships. Employees tend to believe that the company is using their skills and recognizing their service and commitment.

On the other hand, higher levels of job satisfaction are often associated with increased staff retention. In addition, the findings of this study provide credence to the findings of another study which concluded that a positive association exists between job satisfaction and employee retention. In conclusion, the study's findings show that employee retention can be improved through increased job satisfaction. Employee retention can be accurately and meaningfully predicted by factors such as job fulfillment (Ngwenya & Pelser, 2020).

Moreover, long-term employees had been with the companies from their start, while other outstanding performers usually had more than ten years of service. They

contributed to the organizations' stability and provided feedback to the CEOs—someone to consult while determining the company's direction (Park et al., 2019). The researchers thought that job performance inclination resulted in employee retention. Employee retention is attainable when employees perform effectively at work.

Job performance and employee retention have a strong relationship. Therefore, when an employee's job performance is good, employee retention increases since job performance affects employee retention. When an employee performs well on the job, he/she is motivated and will stay longer in the company.

Table 5. ***Significant Relationship between Employee's Job Performance and Employee's Retention***

Variables	Coefficient	p-value	Interpretation
Job Performance & Employees Retention	0.681	0.000	Strong correlation

Interpretation: 0.00-0.199 Very Weak, 0.20-0.399 Weak, 0.40-0.599 Moderate, 0.60-0.799 Strong, 0.801.00 Very Strong

Significant Relationship between the Employee's Job Satisfaction and Performance In Relation To Employee's Retention

Table 6 shows a significant relationship between the employee's job satisfaction and performance to employee retention. This result shows a significantly strong correlation between the employee's job satisfaction and performance at R-value =0.763 and p-value=0.000. This result stipulates that job satisfaction and performance are related to Employee Retention. As job satisfaction is achieved and job performance is emphasized, retention would be possible.

The data is related to the study "The Impact of Training and Development, Job Satisfaction and Job Performance on Young Employee Retention" (Nguyen & Cuong, 2020). Both job satisfaction and job performance significantly impact an employee's retention, according to the research. Undeniably, having a sense of fulfillment and recognition contributes significantly to improved performance. So this would result in employee retention.

A more recent study revealed a strong correlation and a substantial relationship between an employee's degree of job satisfaction and performance in relation to that employee's probability of retention. The findings of the most recent study support the findings of Khasawneh (2021), who found that job satisfaction significantly influences employee retention outcomes and that job performance and satisfaction are also key components. The degree to which an employee is content with his or her current position as a result of having many of his or her wants and needs met at work is referred to as job satisfaction. The study stated that "the agreeable emotional condition resulting from the assessment of one's job as attaining or facilitating the accomplishment of one's job values is where employees choose to stay on with their current company and do not actively seek other job prospects." This definition of job satisfaction was used to explain why people stay with their current employer instead of actively looking for other jobs (YOLDASH, Y., & Nicoleta, I. S. A. C., 2022).

Furthermore, according to Swapna & Narayanamma (2019), the concept of job satisfaction has been significant for a considerable time. People gain status as a result of the fact that they spend the majority of their lives working, and this also helps to bind them to the society in which they live. The happy worker is believed to be committed to the role and will carry out the responsibilities satisfactorily. The level of Job satisfaction a person

has eventually affected their performance, which affects the performance of the organization as a whole (Rabinowitz (2021). According to Zhuang & Pan (2022), employee happiness and dedication can represent the best way to achieve useful results, such as improved execution, viability, and profitability, and can also reduce absenteeism at both the individual and the organizational levels. Therefore, it is essential for the management of an organization to be aware of the measurements that can affect the JS level of its employees. In essence, it would result in a change in the way the organization operates. The organization maintains this approach as an acknowledged norm in order to keep those employees who are happy with their work and who are qualified for specific crucial roles. It is only achievable if an organizational climate and culture are created that is geared toward keeping employees content (RAHAMAN & UDDIN, 2022).

Therefore, job satisfaction and performance have a strong relationship with employee retention. When an employee is satisfied with the job, he or she is motivated and will perform well. Employee job satisfaction and performance increase employee retention. An employee is more likely to stay with the company when he/she is also satisfied with the job and performance.

Table 6. ***Significant Relationship between the Employee's Job Satisfaction and Performance In Relation To Employee's Retention***

Variables	Coefficient	p-value	Interpretation
Job Satisfaction and Performance in relation to Employee's Retention	0.763	0.000	Strong Correlation

Interpretation: 0.00-0.199 Very Weak, 0.20-0.399 Weak, 0.40-0.599 Moderate, 0.60-0.799 Strong, 0.801.00 Very Strong

EMPLOYEE RECOMMENDATION PLAN

After a thorough study of the results, the following recommendations were made.

1. It is recommended that the private sector in Ozamiz City should give employees their salaries and earnings in addition to any extra benefits that are provided in order to attract and retain employees. It is essential to provide these benefits to the employees so that they can be encouraged to carry out all of the tasks that are needed of them. Giving a competitive compensation plan relevant to the company is the most excellent method to recruit and keep potential employees.

2. The recommendation for keeping employees is to empower them by trusting them with more responsibility and decision-making power, providing them with more knowledge, and asking for their opinions and ideas. In order to motivate them to achieve excellent performance, the company should support their employees by supervising them well.

3. Recognizing and rewarding employees is an efficient way to fulfill the desire of employees to be acknowledged for their contributions. One of these beneficial strategies is to engage in team-building activities. Others include demonstrating appreciation and respect, encouraging input and feedback, recognizing significant employee achievements, and showing appreciation.

4. There is a strong connection between satisfied employees and high retention rates. Employee retention can be improved by developing an environment where employees feel appreciated and valued if employers are invested in conducting employee development programs for their employees.

5. Promoting a company's vision and setting attainable targets are two ways to inspire employees to give their all efforts on their job. Maintain a positive work environment and promote cooperation among employees.

6. Regular reward systems boost employees' motivation to perform well. If the company wants to keep its employees longer, it must ensure its employees are satisfied with their jobs. Therefore, the company should design a practical training and development program/s for employees and reward those employees with satisfactory performance.

Chapter 4

SUMMARY, FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

Summary

Today's most challenging difficulty businesses face is by managing their employees and keeping them on the job for as long as possible while keeping them engaged and motivated. The private sector in Ozamiz contributes significantly to economic progress. They provide not only excellent services but also encourage many people to be happier and more satisfied, which significantly impacts their employees' performance.

The study utilized a descriptive-correlational method of research. One hundred twenty respondents were surveyed and chosen through a random sampling method. Employees' Job Satisfaction, Performance, and Retention Questionnaires were used to gather the data. Mean and Standard Deviation and Person Product-Moment Correlation Coefficient were the statistical tool used in the study.

The results revealed a strong relationship between Job Satisfaction and Employee Retention because employees are satisfied with their jobs when they are recognized with achievement, recognition, and responsibility. An employer must care about the satisfaction of his/her employee in order for an employee to retain.

Findings

1. The level of job satisfaction in Ozamiz City is low because employees are not provided with sufficient compensation and benefits. They are not given the opportunity to be promoted and have career development. The relationship between employees and their supervisors is not that satisfactory, and employees do not find a balance between their personal and professional lives.

2. When an employee is not empowered, qualities and traits in performing their job will be affected, as well as their satisfaction level. As a result, the level of job performance among employees working in the private sector in Ozamiz City is low.

3. The private sectors in Ozamiz City have low employee retention because employees no longer want to remain in the company. After all, the organization's prospect does not excite them anymore, employees' ideas and opinions are not accepted, and the institution does not recognize any of the employees' accomplishments.

4. The study's findings demonstrated that job satisfaction is poor, which is why employee retention is also low. Based on these findings, there is a strong correlation between employee retention and job satisfaction. When an employee is unsatisfied with the work that they are doing, there is no reason for them to remain employed in a company.

5. According to the study's findings, job performance is poor, which is why employee retention is also poor. As a result of this finding, there is a strong correlation between job performance and employee retention. When an employee does not perform well and

demonstrates the unwillingness of what he or she is doing, it was evident that the employee will not retain any longer.

6. According to the study's findings, job satisfaction and performance are both low, which is likely why employee retention is also low. Given these findings, there is a strong correlation between job satisfaction and performance in employee retention. When an employee is satisfied with their position, it is apparent that they put in the effort necessary to do their jobs effectively and retain the organization.

Recommendation

Employers:

The employees must be satisfied with their job in order to perform well, and employers must give employees compensation and benefits, promote them and help them improve their career development in order to achieve higher retention. Employers should have a good relationship with the employees to have good communication and interaction and should keep in mind that their employees are balancing their job and their life outside their job. Also, ensure that the employees have good co-workers and a pleasing workplace.

Employees:

An employee should make sure that he/she is working effectively. Maintaining good attendance throughout the year and being willing to learn new skills in the workplace should be practiced. An employee must also know how to balance his/her life in and outside

the job. Performing well will help an employee be promoted and have a good reputation with the employer and his/her team.

Conclusions

1. When employees are provided with compensation and benefits, the opportunity to be promoted and be closed with their supervisors is most likely to be satisfied and will retain in the organization.

2. The employee must be empowered. Their level of satisfaction in performing must be satisfactory

3. The level of employee retention will increase if the private sector in Ozamiz City provides recognition, importance, and values for its employees.

4. The private sector in Ozamiz City must provide employees with good benefits so that the employees would want to remain in the company and have reason to retain.

5. Job performance is important because when an employee is performing well in the job, it means that he/she is motivated to do and finish all the Jobs he/she is tasked. When an employee is performing well, he/she still wants to retain on the job.

6. When an employee is satisfied and is performing well in his/her job, it is evident that the employee still wants to retain the current job. An employee should be satisfied in the job in order for him/her to retain and perform well

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Appendix A

EMPLOYEES' JOB SATISFACTION QUESTIONNAIRE

Adopted From Biason, 2020

Name (Optional):
Age:
Gender:
Employee Status:
Length of Service:

Directions: Please put check (/) based on what you believe using the following scales:

4- Strongly Agree (SA); 3- Agree (A); 2- Disagree (D); and 1- Strongly Disagree (SD)

JOB SATISFACTION				
Compensation and Benefits	4 (SA)	3 (A)	2 (D)	1 (SD)
1. I am pleased with the pay I earn from my job.				
2. I am pleased with the benefits that I get at my workplace (health insurance, vacation leaves, sick leaves, etc.).				
3. I am fairly compensated for the job I give to my employer.				
4. I am happy at work since there are bonuses/rewards for exceptional performance.				
5. I am pleased with the money I received from my employer.				
Promotion and Career Development				
1. I am pleased with my job because there are prospects for advancement.				
2. I am happy with my job because there is funding for additional training.				
3. I am happy with my job since it allows me to gain new abilities.				
4. I am happy at work because I can put my abilities and talents to use.				
5. I am happy at work since I can advance based on my performance.				
Employee Supervisor Relationship				
1. My supervisor always treats me decently, which makes me happy at work.				
2. I am pleased since my supervisor encourages us to establish lofty goals.				
3. I am pleased since my supervisor performs an excellent job of disseminating information.				

4. I am pleased since I am at ease discussing difficulties with my supervisor.				
5. I am pleased since my direct supervisor provides me with meaningful and constructive criticism.				
Work-Life Balance				
1. I am pleased with the number of hours I work each month.				
2. I am happy because my job positions allow me to be somewhat self-sufficient.				
3. I am satisfied at work since I am treated in the same manner as my co-workers.				
4. I am pleased since there is much chance for periodic shifts in responsibilities.				
5. I am happy at work because everyone works together to solve challenges and achieve operational objectives.				

Appendix B

EMPLOYEES JOB PERFORMANCE QUESTIONNAIRE

Adopted from: Darshana Dutta, 2019

Name (Optional):
Age:
Gender:
Employee Status:
Length of Service:

Directions: Please put check (/) based on what you believe using the following scales:

4- Strongly Agree (SA); 3- Agree (A); 2- Disagree (D); and 1- Strongly Disagree (SD)

JOB PERFORMANCE **Qualities and Traits**	4 (SA)	3 (A)	2 (D)	1 (SD)
1. I work at keeping my job skills up-to-date.				
2. I am capable of learning new good things at work which I can also apply it personally.				
3. I finish all the work assigned.				
4. I am vocal about any issues at work.				
5. I feel empowered at work.				
Satisfactory Performance in a Particular Job				
1. I maintain good attendance throughout the year.				
2. I show willingness to learn new skills and techniques in the workplace.				
3. I utilize my great time management skills when considering the project management plan.				
4. I am satisfied at work because I was recognized for the good work accomplish.				
5. I get enough time to do my job well.				
Role or Team				
1. I support my team members effectively and efficiently.				
2. I meet organizational standards with teams.				
3. I consult with supervisors and co-workers as necessary.				
4. I trust our leadership team.				
5. I have a good working relationship with my colleagues at work.				

Appendix C

EMPLOYEE RETENTION QUESTIONNAIRE

Adopted From: Salman Islam And Shariar Arman Shafi 2020

Name (Optional):
Age:
Gender:
Employee Status:
Length of Service:

Directions: Please put check (/) based on what you believe using the following scales:

4- Strongly Agree (SA); 3- Agree (A); 2- Disagree (D); and 1- Strongly Disagree (SD)

EMPLOYEE RETENTION				
Culture/Values Recognition	4 (SA)	3 (A)	2 (D)	1 (SD)
1. I want to stay on my job.				
2. This organization's future prospective excite me.				
3. Employees are allowed to take responsibility and authority				
4. Morale in the company is high				
5. Organization recognizes human values and culture				
Continuous Learning				
1. The institution allows me to receive training in disciplines that interest me.				
2. I want to stay with my company because job description matches my skills, experience, and education.				
3. I want to stay with my company because there is advancement for me.				
4. I want to stay in my company because I am providing opportunities for Job growth and development.				
5. I want to stay in my company because my ideas and opinion count as work.				
Community Impact				
1. This institution believes in me, which is why I intend to stay for a longer period of time.				
2. I want to stay with the company for a long time				
3. I feel that the training and development of the company enhance skills and expertise.				

4. Overall, I am satisfied as an employee of this organization.				
5. My supervisor shows appreciation for the work that I do.				

CURRICULUM VITAE



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PERSONAL INFORMATION

Age	: 22
Gender	: Female
Date of Birth	: December 3, 1999
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Citizenship	: Filipino
Religion	: Iglesia Ni Cristo

EDUCATION:

Tertiary	Misamis University Feliciano St, Aguada Ozamis City Bachelor in Science Business Administration Major in Human Resource Management
Secondary	Molave Vocational Technical School Mabini St, Molave, Zamboanga Del Sur 2016-2017 Saint Columban College Pagadian City
Primary	Corner V. Cerilles Sagun Street San Francisco District Pagadian City 2018-2019 Molave Regional Pilot School

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Tertiary	Misamis University H.T Feliciano St., Ozamiz City Bachelor of Science in Business Administration Major in Human Resource Management
Secondary	Misamis University H.T. Feliciano ST., Ozamiz City 2017
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Tertiary	Misamis University H.T. Feliciano ST., Ozamiz City Bachelor of Science in Business Administration Major in Human Resource Management
Secondary	San Isidro High School Lower lodiong Tambulig, ZDS
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Gender: Male

Date of Birth: November 17, 1996

Civil Status: Single

Citizenship: Filipino

Religion: Roman Catholic

EDUCATIONAL ATTAINMENT

TERTIARY: Misamis University
H.T. Feliciano St. Aguada, Ozamiz City
Bachelor of Science in Business Administration
Major in Financial Management

SECONDARY: Magallanes National High School
Magallanes, Agusan del Norte
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Religion:	Seventh Day Adventist

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Tertiary	Misamis University H.T Feliciano St. Aguada, Ozamiz City Bachelor of Science in Business Administration Major in Human Resources
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Secondary	SHDS – Sacred Heart Diocesan School Camagong St., Molave Zamboanga del Sur
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PERSONAL INFORMATION

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Religion:	Roman Catholic

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