

**JOB SATISFACTION INDICATORS: ITS EFFECT TOWARDS EMPLOYEE
PERFORMANCE IN OZAMIZ CITY'S MABUHAY ACCOMMODATIONS**

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in Hospitality Management**

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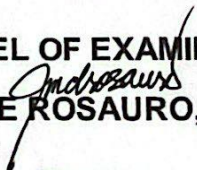
In partial fulfillment of the requirements for the degree Bachelor of Science in Hospitality Management, this thesis entitled, "**(JOB SATISFACTION INDICATORS: ITS EFFECT TOWARDS EMPLOYEE PERFROMANCE IN OZAMIZ CITY'S MABUHAY ACCOMMODATIONS)**" has been prepared and submitted by (JV Jomari A. Vente, Jay-En T. Baloro, Luil John M. Ongcoy), has been examined and is recommended for acceptance and approval for oral examination.


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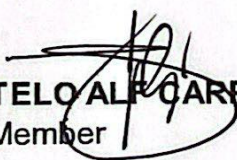
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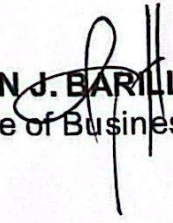

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THESIS ABSTRACT

Title : Job Satisfaction Indicators: Its Effect Towards Employee Performance in Ozamiz City's Mabuhay Accommodations

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Companies, whether they are in the private or public sector, all around the world depend on their employees to achieve maximum productivity, which ultimately leads to organizational efficiency. This study examined the effect of job satisfaction indicators on employee performance among Mabuhay Accommodations. A quantitative approach was utilized in this study, emphasizing inferential statistics, specifically regression analysis that involved random sampling of 40 employees from different Mabuhay Accommodations establishments in Ozamiz City. A research instrument titled "Job Satisfaction Indicators: Its Effect Toward Employee Performance among Ozamiz City's Mabuhay Accommodations" was utilized in this study.

The outcome of the analysis showed that there is a positive and significant relationship between job satisfaction factors and the performance of employees



from Ozamiz City's Mabuhay Accommodations. This research study also affirmed that the establishments included in the study exhibited a notable level of satisfaction and performance among their employees. Furthermore, the study reveals that none of the factors examined in this research can be considered predictors of employee performance, nor do they have a significant impact on employee performance.

Furthermore, organizations must emphasize the importance of nurturing a supportive workplace that places employee well-being at the forefront and cultivates a positive atmosphere. By promoting a healthy work environment, establishments can greatly enhance employee satisfaction, motivation, and overall performance. Moreover, to ensure the accuracy and reliability of observations and findings regarding the relationships among the factors being studied, future researchers are encouraged to broaden the pool of participants. It is also recommended for future researchers to incorporate a comprehensive list of factors that have been mentioned in relevant literature but have not been evaluated in this particular study.

Keywords: *Job Satisfaction, Employee Performance, Employee Satisfaction, Hygiene Factors, Motivators*



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The research respondents generously dedicated their time and shared their insights, as their contributions have been integral to the success of this research. Their willingness to participate and engage in these discussions has added depth and authenticity to the findings.

The support and assistance provided by their families for putting up with their needs in the making of this study. Their beliefs in them, their countless conversations, and their words of encouragement have been a constant source of



inspiration and motivation. Furthermore, they are grateful to the countless scholars, researchers, and authors whose work we have referenced in this research. Their pioneering contributions have laid the foundation upon which this study is built, and they were indebted to their collective wisdom and dedication to knowledge.

Above all to the Almighty God who is the source of wisdom and strength for this research undertaking to be successful. And gratitude to themselves for putting up great and tenacious spirits as they embarked on this journey. They finally made it!

They are honored and humbled by the support and contribution of all those mentioned above. Their collective efforts have undoubtedly shaped the outcome of this research, and they will be forever grateful for their unwavering support, guidance, and encouragement.



DEDICATION

This research study is dedicated to all Ozamiz City Mabuhay Accommodations employees, past, present, and future, who strive to create a more fulfilling and harmonious work environment. May the insights gained from this research pave the way for a future where employees' voices are valued, their well-being is prioritized, and their potential is unleashed.

JV Jomari A. Vente
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INTRODUCTION

The tourism industry has seen consistent expansion and has quickly become one of the economic subfields with the highest growth rate worldwide. Many underdeveloped nations now rely heavily on tourism as one of their primary sources of income, and tourism has also helped industrialized countries make significant advancements. Numerous studies on the potential factors affecting job performance have been conducted in various countries, employing diverse methods and statistical analysis to produce results that can be compared.

There is generally an elevated degree of representative turnover in the neighborliness business contrasted with different enterprises, which prompts colossal extra costs consistently. According to Rajamohan, Porock, and Chang (2019), this high turnover rate is attributed to low job satisfaction, stress, and work overload brought on by the hospitality industry's rapid expansion. For maintainable advancement at the organization level, work fulfillment is especially significant for forestalling staff turnover and advancing representative steadfastness (Strenitzerová & Achimský, 2019).

Moreover, job satisfaction positively impacts company performance, product and service quality, customer relations, and satisfaction (Kurdi et al., (2020). Hristov and Chirico (2019) state that representative fulfillment is a valuable key exhibition marker (KPI) while executing supportable systems. At the provincial and objective level, work fulfillment can likewise be a critical driver of a practical turn of events. Services of higher quality are provided when employees are happier at work

(Hristov & Chirico, 2019; Kurdi et al., 2020), which guarantees the additional worth of the locale or objective, adds to more elevated levels of client devotion, and consequently gives a safe wellspring of financial success. Likewise, this supports an esteemed work market for the neighborhood populace.

In hotel organizations, leaders have a crucial role in influencing the performance of service employees, who can be valuable assets (Swanson et al., Y.-K. 2020). As competition in the market increases, the impact of leaders on employee performance becomes even more significant for the organization's overall success. According to a literature review conducted by Hsu (2008) and Lee, Park, and Lee (2015), organizations prioritizing and encouraging knowledge sharing can experience various benefits. These include enhanced individual and organizational performance, a more significant accumulation of collective knowledge within the organization, the development of new competencies, and increased innovation. Social capital theory claims that having a network of internal relationships benefits employees.

Mabuhay accommodations play a significant role in both the local and national perspectives. At the local level, these accommodations contribute to the growth and development of the community by providing employment opportunities for residents (Gonzales, 2023). They also attract tourists and visitors, boosting the local economy through increased spending on local businesses and services. These establishments showcase a country's hospitality and tourism industry. They serve as ambassadors, offering a glimpse into the nation's rich culture, warm

hospitality, and natural beauty (Gonzales, 2023). By providing top-notch facilities and services, Mabuhay accommodations help establish a positive reputation for the country's tourism sector, attracting more international visitors and contributing to the overall growth of the national economy. Thus, Mabuhay accommodations have a dual impact, benefiting the local community and the nation. They create employment opportunities, stimulate local economies, and promote the country's tourism industry, making them an integral part of the local and national perspective.

The job satisfaction of Mabuhay Accommodations in Ozamis City was described to identify the most common and significant occupational factors. Performing a job in hotels is quite challenging. Due to the diversification of scope and increase in the range of customers, which increases the challenges, the improper handling of employees can affect employee performance. The data gathered by this study will help the Mabuhay accommodations to lower the factors that can reduce the productivity of every worker. Factors related to employees' job satisfaction are given importance so that the employees can put their best efforts into performing and generating the best results in the organization.

Studying the factors influencing employee performance can help organizations identify strategies to optimize performance and achieve their objectives. The study's researchers have keenly observed that most employees in Ozamis city's Mabuhay accommodations often work in situations they most likely disagree with just because they need to provide for their families and their own needs. This puts a strain not only on employees but also on those establishments

they are a part of. An unmotivated employee is likely to put little effort into work tasks, produce work of lower quality, avoid the workplace, and even exit his or her job if allowed to do so. On the other hand, motivated employees are likely to take on tasks willingly, produce high-quality work, and be creative, persistent, and productive (Engidaw, A.E 2021).

Looking at the facts observed in the field and the gaps that occur in the research phenomenon, this research focuses on scientifically examining the influence of job satisfaction factors on the performance of employees among Mabuhay accommodations in Ozamiz City. Moreover, the purpose of this study is to determine the job satisfaction in Mabuhay Accommodations in Ozamis City and its effect on the performance of employees. In line with this, the researchers will conduct this survey to determine job satisfaction factors that might affect the employee's performance. The study's findings will impact Mabuhay accommodation's management, respondents, and future researchers who will use this study to perform a comparable study. This can also be a basis for employees to do their work effectively and increase productivity.

Furthermore, the researchers of this study would note several limitations. First, this study will mainly confine to the job satisfaction factors and their effect on the performance of employees working in Ozamiz City. This will involve a survey of those working at Mabuhay Accommodations in the said area which is, a 3rd class component city in Misamis Occidental in the northern part of Mindanao, Philippines. Ozamiz city was founded in 1757 and comprises 51 barangays. This City offers

travelers a unique and memorable experience. Similar to numerous other first-class cities in the Philippines, the hospitality industry in this city has experienced significant growth in recent years. Among the notable services in this city is Mabuhay Accommodations, which has gained popularity and such, based on the data retrieved from the Department of Tourism (DOT) (2023), comprises of seven (7) accredited establishments: (1) Asia Novo Boutique Hotel INC, (2) Be Palace Hotel, (3) Citi Tourist Inn, (4) GS and S Realty Corporation, (5) GV Hotel Ozamiz/Vismin GV Hotel INC. (6) Mt. Moriah Inn, and (7) Timfanel Garden Ornamental Plant Farm.

Although there is a wide range of factors to be considered, the researchers of this study only focused on salary and incentives, work environment, work activity, promotion, and fairness of treatment. Second, the outcome of this study will apply only to the respondents of this study and will not be used as a measure of the factors of job satisfaction and its effect on the performance of employees who do not belong to the population where this study is narrowed. Third, the main source of data will be the questionnaire, which will be adapted and prepared by the researchers based on multiple studies taken from Kassabgy, Boraie, & Schmidt, 2001 and Pradhan, Rabindra Kumar; Jena, Lalatendu Kesari (2017). Lastly, the data will be gathered from Mabuhay accommodation establishments that are DOT accredited and are limited to those who agreed to have this study conducted on their premises. The extent of the study will be restricted only to the data being

gathered through the questionnaires the researchers distributed to the employees of Mabuhay Accommodation in Ozamiz City in the year 2023.

The current study incorporated the two-factor hypothesis, developed initially by Fredrick Herzberg in 1964 (Robbins & Judge, 2019). The hypothesis was initially applied in the field of organizational behavior. The motivation is derived from the inherent characteristics of the job. According to the hypothesis, hygienic and motivational variables affect job satisfaction and dissatisfaction, affecting employee performance (Robbins, 2003). This idea is pertinent to the present study since it acknowledges that employees possess two distinct categories of demands that are active within them. The theory can assist researchers in identifying the factors that influence employee happiness, such as job tasks, work environment, career advancement opportunities, compensation and rewards, and equitable treatment.

The literature yielded conflicting results, which led the researchers to formulate the current study to investigate further the factors that significantly affect the employee performance of the Mabuhay accommodations personnel, but this time in the context of Ozamis City. This study is designed to either break or prove the stereotype that the factors in some empirical studies negatively affect employee performance, particularly those of the aforementioned Mabuhay Accommodations of Ozamiz City employees.

This study aims to pave the way for the future of employees where their voices are valued, their well-being is prioritized, and their potential is unleashed.



RESEARCH OBJECTIVES

This study aimed to evaluate the related factors towards job satisfaction and employee performance in Ozamiz City's Mabuhay Accommodations.

Specifically, this study sought to determine the level of employee's job satisfaction and employee performance in Ozamiz City's Mabuhay Accommodations. It also aims to test whether there is significant relationship between the job satisfaction factors towards employee performance and find out the effects of the said factors to the performance of employees. In addition to that, it also aims to comprehend which among the listed factors is the predictor for employee performance.

At the end of this study, the researchers intend to grasp what policy or recommendations can be proposed based on the findings of the study.

Null Hypothesis

Ho1: There is no significant relationship between the job satisfaction factors and employee performance.

Ho2: There is no significant effect between the job satisfaction factors toward employee performance.

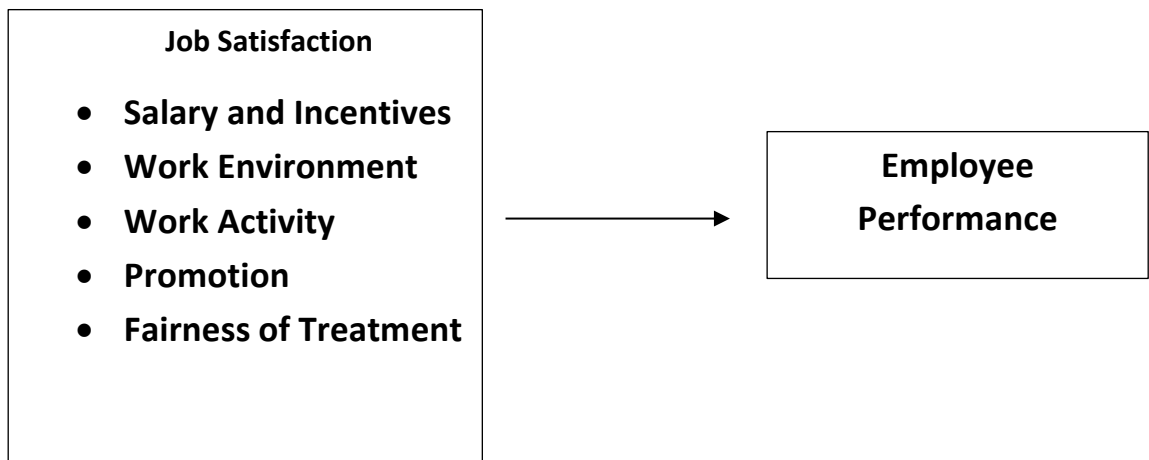


Figure 1: Schematic Diagram of the Study

REVIEW OF LITERATURE

The study is anchored on the most common and prominent theory involving job satisfaction and dissatisfaction and explaining factors influencing employee performance, Frederick Herzberg's motivation-hygiene theory. Furthermore, this study highlights the importance of addressing hygiene and motivational factors to enhance job satisfaction and improve employee performance. Herzberg's motivation-hygiene theory is a performance management theory that dictates two factors that motivate employees: hygiene and motivation (Herzberg, F. 1964). Hygiene factors refer to the requirements for an employee to do their job, like pay and working conditions.

Hygiene factors, also known as dissatisfiers, are motivational elements of a job role that contribute to demotivation and dissatisfaction amongst employees if they're not appropriately covered (Herzberg, F. 1964). This negative emotion generally leads to reduced performance and complaints, impacting the overall morale of a team or department. Compared to motivators on the other side of the motivation-hygiene theory, these factors are typically more tangible benefits that provide employees with the incentives and surroundings to facilitate their best work. Dissatisfiers play a key role in keeping employees motivated, and a lack of these factors may contribute to a negative work environment (Herzberg, F. 1964).

Herzberg categorized these job elements into two distinct groups: hygiene considerations and incentive factors. Hygiene factors refer to employment aspects necessary for motivation in the workplace. These factors are not conducive to

long-term satisfaction. However, these factors' absence and their non-existence in the workplace result in unhappiness. Hygiene considerations refer to the specific characteristics in a job that, when sufficient or reasonable, appease employees and prevent them from being unsatisfied.

Employees are the backbone of any organization as they are the most precious and vital asset among all the support of any organization. Job satisfaction is a part of employee life satisfaction as it is the most crucial element in the organization. Employment satisfaction describes a person's contentment and satisfaction with his or her job. This means the happier individuals are at work, the more pleased they are. Mainly, employee satisfaction is influenced by various factors, including salary, internal and interpersonal ties, work environment, and corporate policy. However, when employees are unsatisfied with their jobs, their performance could be affected. Accordingly, for organizations to succeed, they must keep their employees satisfied. Job satisfaction refers to the degree of pleasure or positive affect an employee has toward his or her job (Locke, KD 2020). It is a mixture of job roles, responsibilities, and environment. In addition, it is a combination of extrinsic and intrinsic job satisfaction. Extrinsic job satisfaction includes all the external factors like communication style, supervisor cooperation, pay, and working conditions, while intrinsic job satisfaction includes the type of work the worker does and the duty considered by the employee. When an employee is satisfied, he will perform well in the workplace. Organizations will provide different facilities to employees, like providing good working conditions, fairness in the job,



and promotion, and purport that these elements contribute to employee satisfaction. It means that people who are satisfied with life will tend to be satisfied with their jobs, and people who are satisfied with their jobs will tend to be satisfied with their lives (Bialowolski, P., Weziak-Bialowolska, D. 2021).

Different investigations of occupation fulfillment have been led in the accommodation business. Understanding employee performance factors is crucial for organizations to enhance productivity and achieve their goals. Employee performance directly impacts the overall success of an organization. High-performing employees contribute to increased productivity, efficiency, and profitability (Rivaldo & Nabella, 2023). The performance of employees is a direct outcome of their efforts in fulfilling their assigned duties and responsibilities within the organization, utilizing their skills and capabilities. A strong indication of good employee performance is demonstrated by their ability to effectively accomplish tasks in alignment with the set targets and objectives of the company. High-perceived organizational support (POS) indicates that employees have more responsibility, which helps the organization achieve its goals and increases rewards for critical performance, and they are highly committed to the organization. (Neves & Eisenberger, 2012; Silitonga et al., 2020).

This study was based on the following observations from several writers whose study focused on job satisfaction indicators: salary and incentives, work environment, work activity, promotion, and fairness of treatment and its effect on employee performance. This explicitly shows the general flow of the study by



showing how the variables are related to each other based on the empirical studies. The study aimed to determine whether the independent variables mentioned would concur with the research that resulted in an agreement that they are indeed variables that could influence the performance of the employees of Mabuhay Accommodations in the context of Ozamis City.

Salary and Incentives vs. Employee Performance

When employees receive compensation that aligns with their level of responsibility and the rights they possess, it serves as a motivating factor for them to strive towards achieving organizational goals. They are driven to utilize their knowledge, skills, energy, time, and commitment to perform their work and increase productivity. This drive stems from their desire to be rewarded or compensated for their efforts Supardi, S. (2020). But contrary to that, Afriyie et al. (2020) did a study titled "The Effect of Compensation on Employees' Performance: A Case of Technical University in Ghana" to examine the impact of remuneration on the performance of employees at Accra Technical University in Ghana in which findings indicated that employee performance was not influenced by salary but by management's attentiveness to their requirements.

Regarding employee motivation, firms typically implement employee-motivating incentive programs as the most prevalent strategy. The program aims to incentivize employees' productivity, promote positive behavior, and foster employee engagement. The enhancement of employee productivity is a primary concern for industries and organizations. As a result, many organizational scientists

are highly interested in various schemes and techniques to improve employee productivity. Growth incentives are one such technique used in workplaces to motivate employees and achieve the desired level of productivity. Incentives, as defined by Milton (2013), are rewards that vary based on the level of performance of specified outcomes. It is alternatively referred to as a catalyst for increased activity. They might be employed to provoke action or exert more effort. An incentive refers to any further remuneration provided in addition to regular earnings. Incentives serve as stimuli that drive individuals to engage in work activities. The incentives may encompass both monetary and non-monetary benefits. Incentives foster enthusiasm in employees, hence enhancing their productivity. It is inherent that individuals do not conduct without an underlying motive.

Money is a powerful motivator for many people. A worker's pay from his employer has a significant impact on his administrative performance. Wages are more than simply numbers; they symbolize the value that his employer places on him as a worker. His level of gratitude has a direct influence on his overall performance. A worker who is satisfied with his compensation is more likely to perform to his full potential. A well-paid employee is motivated to do a good job because he wants to keep his employment by pleasing his boss. His salary gives him a sense of stability, helps him to feel accomplished, and allows him to keep his high-status position, which he appreciates. If a man considers the financial benefits are a reasonable trade-off, he is significantly more likely to work longer hours.



According to Ton (2008), research has shown that an employee who is satisfied with his or her salary is more productive, motivated, and feels appreciated by his or her company. Job satisfaction has more weight and meaning than pursuing a job that offers a high salary. When thinking about the long run it's important to be happy in your personal life, and that should never be based off a quantity or sum of money. After all, salary typically comes once a month, but job satisfaction stays with you every minute of the day (Sobejano, 2018).

Additionally, the expectancy hypothesis, proposed by Victor H. Vroom, posits that individuals are motivated to exert effort in their job when they believe that doing so would enhance their performance, hence increasing the likelihood of receiving rewards. Hence, a rise in these monetary incentives also amplifies employee allegiance, leading to heightened employee productivity and diminished turnover rate (Ahmad et al., 2021). Organizations can only foster employee loyalty when they are effectively meeting their desires. The organization likewise prioritizes these factors, since they recognize the value of human capital and the need of meeting their needs in order to harness their abilities effectively. In his 1954 work on the hierarchy of needs, Maslow determined that people had five fundamental desires (physiological, safety, love and belonging, self-esteem, and self-actualization), which may be fulfilled by financial incentives and rewards. Employees who get acknowledgment and appreciation from their employers are categorized as having self-esteem. When their demands are met, they will therefore feel a higher level of job satisfaction (Martínez et al., 2019).



Incentives serve as stimuli that drive individuals to engage in work activities. The incentives may encompass both monetary and non-monetary benefits. Incentives foster enthusiasm in employees, hence enhancing their productivity. It is inherent that individuals do not conduct without an underlying motive. In addition to their salary, employees are given overtime, bonuses, and awards to increase their job performance and enjoyment. Aside from paying people fairly, the most important issue that the company should focus on is its ability to provide long-term career progression for its employees (Han et al., 2020). A comprehensive benefits package that offers benefits like performance bonuses, insurance, and perks is unquestionably appealing to employees in a company. Today, many companies offer performance-based bonuses, usually at the end of the year. Similar to this, health insurance and other areas of well-being serve as sources of inspiration and give employees a sense of security.

In the Society of Human Resource Management Employee Job Satisfaction and Engagement study, employees regarded compensation as the third most significant aspect in their job pleasure. According to Neog and Barua (2014), salary is the most important element influencing employee job satisfaction. In addition to their salary, employees are given overtime, bonuses, and awards to increase their job performance and enjoyment. Aside from paying people fairly, the most important issue that the company should focus on is its ability to provide long-term career progression for its employees. A comprehensive benefits package that offers benefits like performance bonuses, insurance, and perks is unquestionably



appealing to employees in a company. Today, many companies offer performance-based bonuses, usually at the end of the year. Similar to this, health insurance and other areas of well-being serve as sources of inspiration and give employees a sense of security.

Work Environment vs. Employee Performance

According to Noble (2009), more emphasis should be placed on identifying and dealing with the working environment because people who dislike their workplace can suffer from chronic stress. According to Opperman (2002), the working environment refers to the procedures, methods, structures, instruments, or situations in the workplace that have a good or bad impact on individual productivity. Employees' workplace performance is influenced by policies, norms, culture, resources, working relationships, work location, and internal and external environmental factors.

Creating a conducive working environment is a crucial aspect of running an organization, yet many organizations overlook its significance and consequently struggle to maintain consistent upward production. Since employees play a vital role in the success of an organization, it is essential to provide them with a suitable working environment. By doing so, organizations can ensure optimal productivity and achieve desired outcomes. As highlighted in a study by Taheri, Miah, and Kamaruzzaman in 2020, a well-designed working environment has a direct impact on achieving excellent results.



Yusuf Iis et al. (2022) evaluated how the Aceh Agriculture and Livestock Service Office workers' performance was impacted by their work environment and opportunities for career advancement. One hundred staff members were polled in order to compile the data set. Structural Equation Modeling (SEM) is the applied technique for data analysis. Employees' motivation and performance on the job were shown to be significantly impacted by career development opportunities and their work environment. Workplace culture and opportunities for professional growth can have a significant impact on productivity. Career advancement and work environment have an impact on performance, although intrinsic drive has a moderating role.

The establishment of a work environment that is favorable and pleasant will result in the creation of satisfaction among employees in their work, as well as an improvement in performance and work discipline in each individual's assigned duties. It is important to have a pleasant working environment, sufficient amenities, and positive staff interactions will impact the performance of the employees (Putri et al. 2019). They added that when workers are able to feel at ease in the environment in which they conduct their jobs, it will undoubtedly motivate them to be more disciplined, which in turn can lead to an improvement in their performance in terms of fulfilling the objectives of the organization or agency.

The working environment influences job-related experience, top-level staff assistance, communication and support from other employees, and professional

development (Elisabeth & Jan 2001). Research has demonstrated workplace friendships to improve individual employee attitudes toward work, job commitment, and, ultimately, productivity (Ellingwood, 2001; Morrison, 2009; Zagenezzyk et al., 2010). Positive workplace interactions foster love and teamwork, raise employee morale and motivation, promote job satisfaction and engagement, and boost overall productivity. Surprisingly, various people have diverse notions about the characteristics of interpersonal connections in the workplace.

Working hours, workplace location, parts and components used, and rest time are all facets of the working environment. These factors also have a substantial impact on job satisfaction. According to Heechan et al. (2001), one factor that significantly impacts employee job satisfaction is the number of working hours per week for each employee. According to Oldhan (2002), the working environment must be in good functioning order, including cleanliness, hygiene, drinking water, temperature, space, lighting, floor and gangways, ventilation, workstations, and seats.

According to Taheri et al. (2020), numerous studies have been conducted to understand the significance of the working environment. However, as time goes by, it becomes increasingly important to examine the influence of different levels of the working environment on job satisfaction. The research suggests that the productivity of an organization heavily relies on the physical state of the working environment. Interestingly, the study also reveals that while physical condition is important, employee appreciation plays a more significant role in enhancing



efficiency. It highlights that appreciation consistently yields positive outcomes, unlike the physical condition, which may not always fully satisfy employees.

Work Activity vs. Employee Performance

Work activity is a measure of the length of time or working period that a person can understand the tasks of a job and has done well (Yadav & Dhar, 2021). A corporate organization will tend to prefer experienced candidates to inexperienced ones because those with experience are considered better able to carry out the tasks given. Research (Van Overmeire et al., 2021) has the effect of experience on performance, while (Yadav & Dhar, 2021; Wang et al., 2022) does not affect performance. Work experience is very important in carrying out tasks, then armed with experience so that the task charged can be done correctly. Work experience significantly affects employee performance because having work experience will improve the quality of performance.

According to Ismert and Petrick (2004), one sign of general work fulfillment is fulfillment with work difficulties. Glaveli et al. (2019) found a strong correlation between job satisfaction and tasks that are more challenging and less repetitive, as well as social aspects. Pelit et al. (2011) arrived at comparable resolutions, noticing that work improvement and occupation pivot add to spirit and inspiration at work and, in this manner, emphatically affect work fulfillment. McPhail and Co. (2015) also emphasize the significance of a comprehensive task portfolio to employees' professional development. Nonetheless, it is not just the conditions and nature of

the particular errands that are applicable. In addition, the impacts of playing out these undertakings are critical. According to Pearson et al., workplace performance directly and indirectly affects job satisfaction in the form of a sense of accomplishment, which is like an intrinsic reward. 2019). Job satisfaction can be indirectly increased by a greater commitment to achieving these goals for employees who can identify with the organization's goals (Zopiatis et al., 2014). Job satisfaction can be improved by receiving company support through a pleasant working environment, preferred tasks, and other such things (Kim et al., 2005). Moreover, finished and under-capability have adverse consequences (Kim & Jogaratnam, 2010; Kim & co., 2005); on the other hand, job satisfaction improves when training, qualifications, and job profiles are compatible (Ge et al., 2019).

Promotion vs. Employee Performance

Employees are the most valuable asset in an organization and play a crucial role in its success. To maximize employee performance, it is important for organizations to implement effective human resource management strategies. Internal and external factors within an organization can vary, including the individuals and groups within it, which can impact various aspects of the organization. A study conducted by Berman in 2019 suggests that job performance achievement is influenced by two main factors: ability and work motivation. They found that individuals with high achievement motives tend to have a positive relationship with job performance. In other words, employees who are highly motivated to excel in their tasks are more likely to achieve outstanding job

performance (Ijbmm Journal, 2020). On a related note, Armstrong and Mitchell (2019) explain that work motivation stems from two sources: internal factors, which originate from within oneself, and external factors, which come from outside influences.

According to Flipo in Hasibuan, promotion involves moving from one position to another with higher status and responsibilities. Usually, a promotion also includes an increase in salary or other benefits, although this may not always be the case (Supardi, S., 2020). Sikula (2018) states that a promotion technically refers to moving from one position to another, which involves both an increase in wages and status. There are several factors considered in job promotions, such as seniority, job performance, loyalty, and honesty. Job promotions generally serve the interests of employees, as they not only provide recognition but also offer opportunities for career advancement and personal growth.

Fairness of Treatment vs. Employee Performance

When employees have strong connections with others, they have easier access to significant job-related resources like coaching and critical information. As a result, their job performance tends to be better than that of those with weaker relationships (Chen & Lovvorn, 2011; Lee et al., 2015). This could be because employees feel a sense of safety and security in an environment with positive relationships with their leaders, allowing them to concentrate on their work more effectively.



Employees' relationships to their organization can be intellectualized as social exchange associations, in which both sides expect that their efforts and contributions will be reciprocated by the other party (Bauwens, R., Audenaert, M., Huisman, J., & Decramer, A. (2019). When the organization handles its employees fairly, it tells these employees that they are appreciated. The combination of attitude, perception, and behavior within an organization can be a powerful asset when aligned with the organization's goals. The management of an organization, whether it be a company or institution, becomes a strength through the effective utilization of its functions (Suharto, Suyanto, & Hendri, N., 2019). Each unit within the organization plays a vital role and carries equal rights and responsibilities. Consequently, the organization strives to create a fair distribution of resources for its employees. Employees desire a work environment that promotes fairness, including transparent decision-making processes and clear communication of those decisions. When such fairness is perceived, employees' commitment to the organization strengthens. Organizational fairness encompasses how employees perceive whether they are being treated fairly by the organization in their work. Over time, these perceptions can significantly influence an individual's attitude and commitment to the organization (Suharto, Suyanto, & Hen, 2019).

Organizational fairness pertains to how employees perceive that they are being treated equitably in their work, which in turn influences their drive to achieve the organizational goals and objectives (Jayaweera, 2015; Al-Zu'bi, 2010; Rai, 2013). When employees perceive fairness, it establishes a social and economic



exchange between them and the organization, leading to a sense of high appreciation. Work accomplishments are considered crucial indicators of professional growth for employees, and it is vital that the rewards they receive are allocated fairly. The organization's fairness in recognizing employees' achievements can significantly enhance their performance (Suharto, Suyanto, & Hendri, N., 2019). Employees who feel fairly treated by the organization are more likely to embrace their skills and put in the necessary effort. The work environment's characteristics serve as a representation of fair treatment, which ultimately impacts the work performance achieved.

METHODS

Research Design

This study utilized quantitative research design. The inferential statistics approach will be used to determine the Job Satisfaction Indicators and their effect on the performance of employees in Ozamiz City's Mabuhay Accommodations. This approach will conclude and make inferences about a population based on the data collected from a sample. Such statistical techniques will allow this analysis to generalize findings beyond the sample. Jordan T. Thevenow-Harrison and Charles W. Kalish (2014) asserted that inferential statistics is a method for concluding populations from samples and, thus, will rely on the principles of probability and random sampling to ensure the conclusions' validity.

In the context of employee performance, to conclude and make inferences about a larger population based on a sample of employees. Inferential statistics,



specifically regression analysis, will examine the relationship between employee performance and various factors or predictors. Regression analysis will determine how variables like job satisfaction impact employee performance. This will allow the study to infer the relationship between these variables and performance in the larger employee population. Furthermore, by employing inferential statistics in employee performance, organizations can gain insights and make informed decisions based on data-driven evidence rather than relying solely on anecdotal or limited observations.

Respondents of the Study

This study uses a random sampling method to include a minimum of 55 personnel from Ozamis City's Mabuhay Accommodations. This city encompasses a total of 7 DOT-accredited Mabuhay accommodations. The establishments involved in the study will consist of (1) Asia Novo Boutique Hotel INC, (2) Be Palace Hotel, (3) Citi Tourist Inn, (4) GS and S Realty Corporation, (5) GV Hotel Ozamiz/Vismin GV Hotel INC. (6) Mt. Moriah Inn, and (7) Timfamel Garden Ornamental Plant Farm.

Research Instrument

The study used survey questionnaires as a research instrument to gather data. The questionnaire was adopted and modified from Kassabgy, Boraie, & Schmidt, 2001; Pradhan, Rabindra Kumar; Jena, Lalatendu Kesari, 2017. To



ensure a thorough and smooth data collection process for this study, it is crucial to include these research instruments as an integral part of the research methodology. The questionnaire will focus on five factors: salary and incentives, work environment, work activity, promotion, and fairness of treatment, which aided in measuring Mabuhay Accommodations employees' job satisfaction. There will be three major parts; the first part consists of the socio-economic profile of the personnel of 7 Mabuhay Accommodations (e.g., age, civil status, educational attainment, number of years working the accommodations). The second part will consist of questions regarding employee performance survey and is going to be interpreted using the same method as the former. There will be a total of 9400 questions present on the data gathering material in which (34) questions will be for the job satisfaction questionnaire and (6) indicators for the employee performance survey. The researchers will employ a self-administered survey questionnaire using a 4-point Likert Scale as part of their quantitative survey research design. These will be divided into four categories wherein factors will be given: Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD) interpretations.

Numerical Value	Hypothetical Range	Qualitative Description	Implication
4	3.25 – 4.00	Strongly Agree	Very High
3	2.50 – 3.24	Agree	High
2	1.75 – 2.49	Disagree	Low
1	1.0 – 1.74	Strongly Disagree	Very Low

Table 1. Likert Four-Point Scale Range Interpretation

Verbal Interpretation

3.26 - 4.00 The respondents strongly agree on the indicators that affect the components, which means that the level of job satisfaction is very high.

2.51 - 3.25 The respondents agree on the indicators that affect the components, which means that the level of job satisfaction is high.

1.76 - 2.50 The respondents disagree on the indicators that affect among the components, which means that the level of job satisfaction is low

1.00 - 1.75 The respondents strongly disagree on the indicators that affect among the components, which means that the level of job satisfaction is very low.

Data Gathering Procedure

The data were collected from the designated employees of Mabuhay Accommodations of Ozamis City. They were selected through a sampling technique, particularly the systematic random sampling method. The data will be obtained using survey questionnaires, which demand relevant answers in

determining the effect of the assumed factors on the performance of the employees. The researchers will first send a letter of request addressed to the adviser, and the Dean of the College of Business and Management of Misamis University will assess the questionnaire checklist created for the study, asking for approval in gathering data outside the university premises. Upon approval, the researchers will also send a letter of request addressed to the Department of Tourism and the Office of the Mayor of the mentioned City, asking for approval to gather data from DOT-accredited Mabuhay Accommodations over Ozamis City. Upon approval, researchers will then ask the employees for their willingness to participate. The researchers will explain the relevance of the participants' responses, clarifying some terms and allowing the questionnaire to be completed entirely. Participants will also be asked to respond truthfully.

Random sampling will be used in this study. The research shows that this strategy is the best for selecting the sample for the study because the proponent's goal is to quantify employee happiness among related job satisfaction factors. After the respondents complete the questionnaire, the researcher will collect and detail the data for interpretation. In identifying the sample, 55 employees were targeted as respondents. The duration of the study was four months, which covered data gathering, the application of the statistical analysis to be used in determining the results, and lastly, making conclusions and recommendations.



Data Analysis

Microsoft Excel were used to track, tabulate, total, analyze and interpret the data collected from personal interaction with employees from different establishments concerned with this study. The degree of job satisfaction and employee performance in DOT-accredited mabuhay accommodations in Ozamiz City were analyzed using weighted means. Kendall's Tau-b and Spearman rho were used to examine the relationship between job satisfaction and employee performance at Ozamiz City's Mabuhay accommodations. The factor's effect on employee performance as basis of predictors were measured using p-value correlation.

Ethical Considerations

The researchers observed research ethics, such as handing letters to each Mabuhay as mentioned above Accommodations and only getting those who will consent as study respondents. The researchers sent a letter to the Department of Tourism wherein the names of the researchers and the study's objectives will be stated. The target number of respondents is 55 individuals from 7 Mabuhay Accommodations of Ozamis City who will be given a consent form. Individuals who gave their consent will be given a form that will explain what the study is all about. After the respondents are informed regarding the study, they will be asked to answer the questionnaire with their permission. Then, the information gathered will

be treated confidentially and researchers will hold themselves accountable should there be any leak of information beyond the study.

RESULTS AND DISCUSSION

Table 1 Level of Employee's Job Satisfaction among Mabuhay Accommodations in Ozamis City

Constructs	Mean	Std. Deviation	Interpretation
Salary and incentives	3.215	.3984	High
Work environment	3.214	.3855	High
Work activity	3.109	.3903	High
Promotion	3.118	.4412	High
Fairness of treatment	3.433	.4382	Very high
Job Satisfaction	3.218	.3564	High

N= 40 employees

Note: Likert Four-Point Scale Range Interpretation >3.25-4.00 (Very High), 2.50-3.24 (High), 1.75-3.49 (Low), 1.0-1.74 (Very Low)

Table 1 shows the employees' level of satisfaction in terms of salary and incentives, work environment, work activity, promotion, and fairness of treatment.

The overall result of the study was rated as high with a weighted mean of 3.218 and a standard deviation of .3564. According to the data, the mean salary and incentives evaluation was 3.215, with a standard deviation of 0.3984, indicating a high level of satisfaction. Similarly, the work environment component had a mean score of 3.214, with a standard deviation of 0.3855, indicating a high level of satisfaction. Likewise, work activity has a mean of 3.109 and a standard deviation of 0.3903, indicating a high level of satisfaction among employees. In addition, the promotion has a mean of 3.118 and a standard deviation of 0.4412, indicating a high level. Following that, the fairness of treatment was evaluated, and it was found to have a mean score of 3.433 and a standard deviation of .4382, which indicates that it was at a very high level.

Based on the results, employees were satisfied with their job because it gives them good salary that is enough to support their family and their needs, apart from that these organizations also offer incentive which could let them be satisfied in other means emphasizing that they are more valued from the efforts they have rendered making them more satisfied with their respective jobs. Similarly, they also mentioned that, on average, their salary is competitive with similar organizations providing the same service. In terms of work environment, a high level of satisfaction means that employees are satisfied with their organization's work environment, which is safe and comfortable, and that they feel that they are part of the team. It is also mentioned that their workspace was equipped with what they needed and that their contributions were at work and that they work with co-workers and receive recognition when they do good work and communicate well. The respondents could complete their duties for their role without special assistance and mentioned that they can report regularly as scheduled, work under minimal supervision, and have a manageable workload. In addition, the results also revealed that the work was exciting and fun, and they were content with the responsibilities they received in their jobs.

Results revealed that, on average, they were appropriately recognized when performing their duties well. The organization's promoting system and policies were also mentioned to be fair. On average, complaints and restrictions were revealed to be adequately handled by managers and supervisors, and both have understanding. According to the findings, employees reported a very high level of

satisfaction regarding the fairness of treatment. This was attributed to the fact that their supervisors and managers treated them with respect and provided assistance even when they were experiencing difficulties.

The results indicated that out of the five measures of job satisfaction, the fairness of treatment reported by the respondents had the highest standard deviations. This suggests that employees prefer to find fulfillment in their employment when they perceive fairness in the way they are treated. Fairness has a crucial role in determining satisfaction with one's job. Employees who perceive equitable treatment are more inclined to experience job satisfaction. The reason for this is that fairness is a fundamental human requirement, and when it is fulfilled, it may result in favorable consequences such as heightened job contentment, efficiency, and involvement (Setiawati, 2019). This implies that employees should receive equitable and unbiased treatment, irrespective of their race, gender, religion, or any other personal attribute. They should also be well-informed about the regulations and protocols of the workplace. Additionally, they should have the chance to express their grievances and be treated with courtesy by their supervisors and peers.

Such fair treatment of employees is likely to enhance their perception of fairness, ultimately resulting in heightened job satisfaction. This may be advantageous for both the employees and the firm as a whole. Job satisfaction positively correlates with productivity, engagement, and loyalty among employees. Additionally, they have a reduced propensity to depart from the firm, resulting in



potential time and cost savings. Therefore, it can be inferred that establishing a just and equitable work environment is a crucial objective for every firm aspiring to achieve success. By prioritizing equity, firms may establish a favorable work atmosphere that promotes employee contentment and efficiency.

According to the mean figure of 3.218, this suggests that an increase in work satisfaction leads to an improvement in employee performance. Employees who are happy in their jobs are more likely to go above and beyond in their work because job satisfaction inspires them to perform at their very best. The statistical result of 3.218, which represents the mean, demonstrates that workers believe job happiness to be significant since it affects their performance. A statistical result with a lower mean value indicates otherwise. Employees may have witnessed how their level of contentment with their jobs has a significant impact on their performance and how this fulfillment drives them to do even better than they had anticipated they would. Results showed that among the five indicators of job satisfaction, fairness of treatment by the respondents had the highest standard deviations, which signifies that fairness and treatment tend to satisfy employees with their jobs.

In simpler terms, salary and incentives play a crucial role in improving employee performance, motivation, loyalty, and overall satisfaction at work. When compensation is given fairly, taking into account the employees' responsibilities and rights, it can greatly motivate them to achieve the organization's goals. Based on the results of this study, salary and incentives was rated high obtaining a weighted mean of 3.215 which aligns with the study conducted by Puspita Rinny et. al (2020),

finding that in salary and incentives received a high rating and positively influenced the performance of teaching staff at Mercu Buana University. This aligns with the research conducted by Iqba, Guohao, Akhtar (2017), which highlights the strong impact of organizational culture, benefits, and salary on job satisfaction. However, the findings contradict Habibi Kadir and Lia Amalia's (2017) study, which suggests that compensation has no effect on employee satisfaction.

In addition, Edward (2020) defines the work environment as the space where employees carry out their duties. It refers to the conditions in which employees live and work together, continuously producing memorable actions while completing tasks and assignments. In this particular study, the work environment was highly rated with a mean of 3.214. This finding supports a study conducted by Tasman et al. (2021), which suggests that the work environment partially has a positive and significant impact on both job satisfaction and work performance. These results are also consistent with the findings of Yuan Badrianto & Muhamad Ekhsan (2020), where their research demonstrates the combined influence of work environment and job satisfaction on employee performance. Their study argues that the work environment and job satisfaction, when considered together, have an impact on employee performance. In contrast, the result of this study contradicts Yadav & Dhar (2021) which argued that work environment proved to be insignificant to employee performance. Similar to this, work activity contradicts to the study according to Yadav & Dhar (2021) which highlights that work activity has no

significant effect on employee performance even though in comparison, in this study it has been rated high accumulating a mean of 3.109.

Furthermore, according to Sikula in Hasibuan (2018), a promotion can be defined as a transition from one position to another, involving both salary and status increases. In this study, promotion was highly rated with a mean of 3.118, which aligns with the research conducted by Winda Yulyarta Simanjuntak (2015). Simanjuntak's findings also support the notion that job promotion has a positive and significant impact on employee performance. Likewise, Puspita Rinny et. al (2020) conducted similar studies and found that promotion has a positive and significant effect on the performance of the educational staff at Mercu Buana University. These results are consistent with the research conducted by Rudi Prasetyo Ardi and Ninik Sukmasari (2016) as well as Suharni Rahayu (2017), which both argue that job promotions positively and significantly influence employee performance.

Moreover, as highlighted in a study conducted by Memon et al. (2016), organizational justice refers to the examination of fairness within the parameters of an organization. This concept has gained attention in the field of social psychology, as it focuses on understanding the fairness aspects of social interactions. With that being said, the results of the study found that the fairness of treatment was rated very highly with a mean of 3.433, aligning with the argument made by Zakaria Al-Douri (2019) that organizational justice significantly impacts employees' job satisfaction. This emphasizes the importance of caring about and implementing organizational justice within any organization. A similar study by Hyunkang Hur and

Hyesong Ha (2019) argues that when employees perceive organizational practices as fair and just, they respond positively with increased job satisfaction and a stronger commitment to the organization. This perception of fairness includes aspects such as distributive justice, procedural justice, and the provision of career development opportunities.

In conclusion, based on the results presented, the researchers discovered that there is a correlation between an impression of the indicator–fairness of treatment and job satisfaction. The analysis of the correlation matrix, as presented in Table 1, reveals that among the several variables examined, only fairness of treatment exhibits a statistically significant association with job satisfaction. These findings are highly significant as they demonstrate a clear association between the sense of fairness and the aforementioned characteristics, hence emphasizing the need for careful consideration of these factors.

Table 2 Level of Employee Performance among Employees in Mabuhay Accommodations in Ozamis City

Constructs	Mean	Std. Deviation	Interpretation
Employee performance	3.275	.3669	Very high

Note: Likert Four-Point Scale Range Interpretation>3.25-4.00(Very High), 2.50-3.24(High), 1.75-3.49(Low), 1.0-1.74(Very Low)

Subsequently, the level of employee performance among Mabuhay Accommodations in Ozamis City shown in Table 2 revealed to have an average weighted mean of 3.275, SD= 0.3669, interpreted as very high.



This indicates that employee performance among the aforementioned accommodations is already high, indicating that these employees are already performing at their best. Based on the result, employees consistently perform at a high level, which is frequently an indication of a pleasant work environment as well as competent management. The findings indicated that, on average, employees perceived that they made a meaningful contribution and had their ideas acknowledged during team meetings and decision-making processes. Furthermore, they felt proficient in utilizing their talents and abilities effectively in their current position. Additionally, they expressed contentment with the assistance and resources offered by their respective businesses and got valuable comments and direction from their boss and coworkers. When workers have a solid grasp of the duties, responsibilities, and expectations placed on them by their supervisors, they are better able to fulfill those roles and obligations. A sense of direction and purpose may be gained from having well-stated goals.

Based on the findings conducted by Iqbal, Guohao and Akhtar (2017), in Mercu Buana University, it is evident that in order to enhance performance it is crucial to have support from various sources that encourage productivity, enabling individuals to deliver the desired outcomes. Offering appealing compensation not only acknowledges and values employees' hard work, but also allows them to tap into their potential and receive their rightful rewards. Promotions provide employees with opportunities to grow, fostering the utilization of their abilities, experience, and skills in their roles. Furthermore, job satisfaction among employees who have

established their orientation is closely linked to improved performance. In this case, Mabuhay Accommodation employees in Ozamiz City are given support through salary and incentives, work environment, work activity, promotion, and fairness of treatment which are observed and interpreted as high in the previous table.

Based on the findings, the employees at Mabuhay Accommodations in Ozamiz City have demonstrated a high level of performance. This aligns with a study conducted by Bevan (2012), which suggests that optimal performance is crucial for business success and impacts organizational profitability. In contrast, inefficient employee performance is often linked to reduced productivity, profitability, and overall effectiveness of the organization (Okoyo & Ezejiofor, 2013). Furthermore, Andreas (2022) argues that employees who are highly motivated to advance within the organization are more likely to enhance their work productivity, thereby contributing to the achievement of organizational goals. On the other hand, job satisfaction plays a significant role in improving employee performance. These findings strongly indicate that job satisfaction has a direct influence on employee performance.

Thus, employees are more likely to sustain high-performance levels when they feel that their efforts are recognized. This implies that the employee consistently achieves the defined expectations in terms of performance, as assessed by the outcomes achieved, the quality and amount of work produced, and the ability to complete tasks within the specified timeframe. The individual

demonstrates a high level of competence in the majority of tasks done, consistently meets and sometimes surpasses the set objectives.

Table 3 Relationship between Job Satisfaction Factors Towards Employee Performance

Constructs	r-value	p-value	Interpretation
Job Satisfaction and employee performance	.587**	.000	Strong positive correlation/ there is significant relationship

Note: Note: Prob>F:0.0005 at 95% confidence level

*** 1% significance level, ** 5% significance level, * 10% significance level

p-value > 0.10 (not significant), p-value < 0.10 (significant)

Table 3 shows the relationship between job satisfaction indicators towards employee performance. The overall result of the study was determined to have a strong positive correlation and that there is a significant effect with a r-value of .587** and a p-value of .000. It shows that the result of the test of the influence of the job satisfaction variable on employee performance showed that job satisfaction had a significant effect on the employee performance variable.

The Prob > F is 0.0000, which implies that the variables are jointly significant at a 1% level. This implies that the model is fit for analysis at a 5% significance level since the F-value is less than 0.05. The coefficient of multiple determination is 0.587, implying that the independent variables explain 58.7 percent of the total variance of the performance of the employees, meaning there are still 41.30 percent that were not explained in this study. Furthermore, in explaining the Spearman rho

analysis, a Spearman's correlation was run to assess the relationship between variables using a sample of 40 personnel employees of the seven Mabuhay Accommodations of Ozamis City. Spearman's correlation coefficients range from -1 to +1. The sign of the coefficient indicates whether it is a positive or negative monotonic relationship.

If the correlation coefficient is 1, the variables have a positive and strong relationship between the two variables.

If the correlation coefficient is -1, the variables have a negative and strong relationship between two variables.

Based on the table, the null hypothesis (H_0) was rejected since the results show that there is indeed a significant relationship between job satisfaction indicators and employee performance. Results indicate a positive and strong relationship between the variables. In addition to that employee performance has a correlation coefficient of 0.587, meaning it has a strong positive relationship towards job satisfaction. Based on the results of the analysis, it can affirm the existence of a strong correlation between job satisfaction and employee performance.

A plethora of research has continuously demonstrated that employees who experience satisfaction in their jobs tend to exhibit higher levels of performance in comparison to those who are unsatisfied or apathetic. It is well acknowledged that employees who have a sense of satisfaction tend to exhibit higher levels of productivity. Individuals are prone to exert additional exertion, enhance their job

efficiency, and exhibit a heightened level of dedication toward their assigned responsibilities. The enhanced productivity yields advantages for the organization through the optimization of production and overall performance. Further, employees who experience a sense of satisfaction are more inclined to reach or above the goals of their employment, exhibit inventiveness, and demonstrate proactive behavior in fulfilling their responsibilities. This phenomenon results in improved outcomes for both the person and the organization.

Employee satisfaction can be enhanced by fostering a healthy work environment and prioritizing employee welfare, according to Halkos and Bousinakis (2017). Conversely, dissatisfaction has detrimental consequences for the organization. Robbins and Judge (2018) propose that job satisfaction can be defined as a positive sentiment towards one's work that arises from a comprehensive evaluation of its attributes. A further investigation conducted by Adigun et al. (2017) indicates that job satisfaction exerts a substantial impact on employee performance. The author concluded that the study has assessed the correlation between employee performance and work satisfaction. Similarly, the studies conducted by Abdulkhalik and Mohammadali (2019) and Torlak & Kuzey (2019) have all demonstrated a positive and significant correlation between job satisfaction and employee performance. In fact, these studies suggest that an increase in job satisfaction can lead to improved employee performance. The positive correlation between job satisfaction regarding compensation and

incentives, work environment, work activity, and fairness of treatment is indicative of its impact on employee performance.

In conclusion, the result of the research indicates a robust and favorable correlation between job satisfaction and employee performance. Hence, organizations that place a high priority on enhancing job satisfaction and actively engage in efforts to achieve this goal are expected to observe a commensurate improvement in employee performance, making a significant contribution to their long-term success and competitiveness.

Table 4 Level of Significance Between Job Satisfaction Indicators Towards Employee Performance

Constructs	B-value	p-value	Interpretation
Salary and incentives	.278	.442	There is no significant effect
Work environment	.180	.546	There is no significant effect
Work activity	.283	.516	There is no significant effect
Fairness of treatment	.381	.192	There is no significant effect
Job Satisfaction	-.325	.760	There is no significant effect

a. Dependent Variable: Employee performance

Note: Prob>F:0.0005 at 95% confidence level

*** 1% significance level, ** 5% significance level, * 10% significance level

p-value > 0.10 (not significant), p-value < 0.10 (significant)

Table 4 shows the level of significance between job satisfaction indicators towards employee performance. The overall result of the study was determined to have no significant effect with a b-value of -.325 and a p-value of .760. According



to the data, the b-value of salary and incentives was .278, with a p-value of .442 determined to have no significant effect. Similarly, the work environment component had a b-value of .180, with a p-value of 0.546, that also has no significant effect. Likewise, work activity gained a b-value of .283, with a p-value of 0.516, that again has no significant effect. In addition, fairness of treatment accumulated a b-value of .381, with a p-value of 0.192, that also means to have no significant effect. In this case, the null hypothesis (Ho2) was accepted since results showed that there is no significant effect between job satisfaction factors toward employee performance.

The main purpose of this research is to determine the relationship between the performance of 40 employees working in the aforementioned 7 Mabuhay Accommodations and their job satisfaction. The researchers expected these indicators of job satisfaction to significantly affect employee performance, however, interestingly, in the research findings of the present study, it was determined that the indicators of salary and incentives, work environment, work activity, and fairness of treatment did not have a significant effect on employee performance. In addition to this, promotion is the excluded variable and is naturally coded and omitted in the regression.

Moreover, given the data in Table 4, results showed that salary and incentives has a p-value equal to 0.442 which showed no significance towards employee performance, contradicting the study of Pushpakumari (2018) wherein financial incentives play a crucial role in attracting and retaining people inside a

firm—certain personnel depart from firms as a result of insufficient financial incentives and within very competitive sectors, the majority of employees find contentment in monetary incentives. In addition, the result of the present study contradicts the study conducted by Zhenjong et al., (2022) wherein a positive work environment promotes employee performance within organizational circuits. This indicates that, work environment does not have either positive or negative significance towards job satisfaction in the sense of the seven Mabuhay Accommodations. Although salary and incentives might serve as a motivating factor, the current study has demonstrated that there is no substantial disparity in employee performance based on salary and incentives. One aspect is that employees are driven by a multitude of causes that extend beyond mere financial incentives. Findings suggest that if the incentive is very difficult to get, it may have a demotivating effect on employees. Likewise, if the incentive is insufficiently modest, it may not sufficiently stimulate employee performance. Conversely, if the incentive is excessively generous, it might foster a feeling of entitlement among employees, resulting in a decrease in job productivity.

Furthermore, the indicator work environment also proved to have no significance towards employee performance. The result agreed with the study conducted by Yadav & Dhar, (2021) and Wang et al., (2022) that work environment does not affect employee performance. This implies that in the context of Mabuhay Accommodation, employees are reported to perform well regardless of their work environment. Similarly, work activity and fairness of treatment also revealed to be

insignificant towards employee performance. The result of the analysis contradicted with the study of Wang et al., (2022) where both revealed to be positively significant towards employee performance. The result implies that employed individuals still performed above expectation despite work activities and fairness of treatment.

The findings of this study suggest that the conditions considered did not have a significant impact on employee performance, indicating that job satisfaction may not be a determining factor in employee performance. This contradicts the study conducted by Andreas, D. (2022), which found a positive and significant relationship between job satisfaction and performance. It is important to note that employees play a vital role in the progress of a company, alongside innovative strategies and products. A company that fosters job satisfaction and provides a good quality of work life tends to have improved performance and cultivate qualified and competent employees.

The link between job satisfaction indicators, including salary, incentives, work environment, work activity, and fairness of treatment, and employee performance is intricate and multifaceted, as demonstrated by various studies. The absence of a substantial distinction between these parameters and employee performance can be attributed to the fact that employees' motives are shaped by several factors that extend beyond mere job satisfaction measures. Employees might be motivated by variables such as job stability, opportunity for professional progress, and acknowledgment for their contributions to the business.

Furthermore, the influence of job satisfaction indicators on employee performance might change based on the particular work environment, company culture, and individual disparities among employees. For instance, an employee who places importance on a favorable work environment is likely to exhibit higher levels of productivity and motivation in a company that fosters a culture of collaboration and support. However, a different individual can find motivation in engaging in demanding tasks that enable them to successfully apply their talents and expertise. Likewise, these markers are a crucial determinant of work satisfaction. Nevertheless, the influence it has on employee performance may not consistently be direct and clear-cut.

In brief, job satisfaction indicators such as salaries and incentives, work environment, work activity, and fairness of treatment are undeniably crucial factors in determining employee performance. However, the relationship between these indicators and employee performance is intricate and varied. Therefore, employers must take into account a variety of motivators in order to establish a productive and motivated workforce. At some point the findings indicate that companies must take into account many factors that drive motivation and ensure that their remuneration packages are carefully designed to have a beneficial influence on employee performance.

Table 5 Predictors of Job Satisfaction towards Employee Performance

Constructs	p-value	Interpretation
Salary and incentives	.442	Not a predictor
Work environment	.546	Not a predictor
Work activity	.516	Not a predictor
Fairness of treatment	.192	Not a predictor
Job Satisfaction	.760	Not a predictor

a. Dependent Variable: Employee performance

Note: Prob>F:0.0005 at 95% confidence level

*** 1% significance level, ** 5% significance level, * 10% significance level

As shown in Table 5, with salary and incentives having a p-value of .442, work environment having p-value of .546, work activity having .516 and fairness of treatment having a p-value of .192, all presented constructs are not considered as predictors for employee performance towards employees in Ozamiz City's Mabuhay Accommodations based on results. It is also worth noting that Job Satisfaction accumulated a p-value of .760.

The findings of the present study align with the research conducted by Afriyie et al. (2020), whereby it was observed that employee performance exhibited no significant correlation with salary. While salaries and incentives can have a substantial impact on job satisfaction, they should not be considered the exclusive determinants. Various other factors also contribute to an individual's total job satisfaction. Therefore, according to the findings, individuals may derive satisfaction from engaging in jobs that are both meaningful and demanding, irrespective of monetary compensation or additional rewards.

Moreover, data showed that work environment also is not a predictor of job satisfaction; in a highly diversified workforce, individual preferences and tolerances for different work settings vary substantially. It is plausible that within a particular firm, the work environment may be intentionally structured to accommodate a diverse array of individual preferences, so assuring that each employee encounters situations that align with their own preferences. In certain employment positions characterized by specialized and isolated duties, individuals may have a greater reliance on the intrinsic nature of their jobs for job satisfaction, rather than being influenced by the surrounding work environment. This study contradicts the findings of Jayaweera (2015), who concluded that the work environment is a crucial factor influencing employee performance, with its impact mediated by work motivation in hotels in Bristol, England. Similarly, Imran et al. (2012) also found a significant relationship between work environment and employee performance in the manufacturing sector of the Pakistani economy. Additionally, a recent study by Em Yusuf et al. (2022) supports the notion that work environment has a positive and significant impact on the performance of employees at the Aceh Agriculture and Livestock Service Office. These studies highlight the importance of creating a conducive work environment to enhance employee performance.

Furthermore, the findings indicated that work activity does not serve as a significant predictor of job satisfaction, aligning with the research carried out by Yadav and Dhar (2021) as well as Wang et al. (2022). These studies also found that work activity does not have an influence on performance. Despite the presence

of objective engagement and challenge in work activities, the attainment of pleasure may not be guaranteed if those activities fail to connect with the preferences and strengths of the individual. Moreover, the perception of prospective progress and the potential for professional advancement can exert a substantial impact on an individual's level of job satisfaction. When employees perceive that their present work tasks do not align with their long-term objectives or opportunities for professional development, it might potentially undermine their level of job satisfaction. Therefore, work activity holds significance as a constituent of job satisfaction; nonetheless, it is but a single element within the broader framework.

Additionally, the findings of this study suggest that fairness of treatment does not significantly predict employee performance. This aligns with a study conducted by Suharto, Suyanto, Nedi Hendri (2019), which found that organizational fairness does not directly influence job performance. It indicates that fairness in terms of the resources provided to employees, such as equal rights and obligations, does not necessarily lead to improved performance. Different perceptions of fairness among employees may not strongly contribute to enhancing their competence and performance. Contrary to these findings, the research conducted by Platis et al. (2014) and Ling and Bhatti (2014) suggest that organizational fairness does have an impact on job performance. However, the results of this study do not support their claims. It is important to consider that other factors, such as those identified by Dajani (2015), may play a significant role in influencing weak performance.

Some of these factors may include organizational fairness, multicultural competencies, and organizational commitment.

Hence, it is essential to acknowledge that job satisfaction encompasses several dimensions and is subjectively perceived, with individual preferences and priorities exhibiting variability. In order to have a thorough picture of job satisfaction, it is important to use a holistic approach that takes into account several factors, including competitive compensation and incentives, as well as considerations of work and personal values.



CONCLUSION

- The employees working at Mabuhay Accommodations establishments in Ozamiz City express high levels of job satisfaction. They experience favorable working conditions that contribute to their overall contentment and fulfillment in their roles.
- The employees at Mabuhay Accommodations establishments in Ozamiz City are already operating at peak performance. This demonstrates their motivation and effectiveness in their respective roles, showcasing their high levels of productivity.
- There is a strong positive correlation or a significant relationship between job satisfaction towards employee performance.
- The constructs used in this study did not pose any significant effect towards employee performance.
- None among the five constructs elaborated in the study is a predictor for employee performance. The researchers might not have included other indicators that might have been crucial to the study and to the performance of employees in Ozamiz City's Mabuhay Accommodations. Such factors may include motivation, productivity, working hours, opportunities for growth and career advancement, manageable workload, work-life balance, management practices, and organizational culture.

RECOMMENDATIONS

1. To uphold the highest mean among the constructs, establishments may prioritize maintaining a fair environment where every individual is treated with equality, appreciation, and recognition. It is crucial for organizations to establish and reinforce policies that promote fairness in all aspects of their operations. This includes unbiased decision-making processes, transparent communication, and equal opportunities for growth and development. By fostering a culture of fairness, establishments can create a positive and inclusive work environment that enhances employee morale, engagement, and overall satisfaction. It is important to consistently monitor and address any potential biases or inequalities that may arise to ensure a truly fair and equitable workplace for all.
2. To enhance the overall work environment and employee satisfaction, establishments may prioritize improving policies and providing job security to address the constructs with the smallest weighted mean among other indicators. This can be achieved by implementing robust policies that ensure stability and reassurance for employees regarding their job tenure. Additionally, establishments should focus on promoting a task allocation system that aligns employees' skills and interests with their assigned tasks. By prioritizing these improvements, establishments can create a supportive and engaging workplace that fosters employee well-being and contributes to overall organizational success.

3. Emphasize the importance of cultivating a supportive work environment that prioritizes employee well-being and fosters a positive atmosphere. By encouraging establishments to focus on creating a healthy work environment, they can significantly contribute to employee satisfaction, motivation, and overall performance. This can be achieved through various initiatives such as promoting work-life balance, providing opportunities for skill development and growth, recognizing employee achievements, and fostering open communication and collaboration among team members.
4. To enhance the validity of observations and findings pertaining to the connection among the factors under research, future researchers are encouraged to focus on expanding the participant pool. By increasing the number of respondents, researchers can gather a more comprehensive and representative dataset, providing a stronger foundation for their conclusions. This expansion will not only bolster the credibility of the research but also offer deeper insights into the relationships being studied. The inclusion of a diverse range of participants will allow for a more nuanced understanding of the intricate connections between the factors at hand.
5. Future researchers are encouraged to include a comprehensive list of factors that are present in the relevant literature but have not been assessed in this study. These factors may include motivation,

productivity, working hours, opportunities for growth and career advancement, manageable workload, work-life balance, management practices, and organizational culture. Future researchers are also encouraged to make use of profiling of the respondents as per selection criteria and the duration they have been employed in establishments to further strengthen findings. It is also encouraged for questionnaires to have translations for respondents to fully grasp the concept and understanding of each statement.

SCOPE AND LIMITATION

This study has primarily focused on five key factors that contribute to job satisfaction and employee performance: salary and incentives, work environment, work activity, promotion opportunities, and fairness of treatment. While there may be other variables that could be relevant to this study, the researchers considered these five as the main points of interest. The study involved 40 employees from Mabuhay Accommodations establishments in Ozamiz City. However, it is important to note that the number of respondents was limited due to three out of seven establishments declining participation. Additionally, the researchers did not use profiling to determine the selection criteria for the respondents to gender, age, educational attainment, and duration an employee is employed in the establishment. It is also worth mentioning that the questionnaires were not translated, which may have resulted in inconsistent responses. Moving forward, researchers may consider potential barriers that could hinder the response process.

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APPENDICES

Appendix A

LETTER TO RESPONDENTS



MISAMIS UNIVERSITY OZAMIZ CITY

HT Feliciano St. Ozamiz City

College of Business and Management

October 12, 2023

Dear Ma'am/Sir,
Good day!

We are currently conducting research entitled **"Job Satisfaction Indicators: Its Effect Towards Employee Performance in Ozamiz City's Mabuhay Accommodations"**. This is a requirement for the program Hospitality Industry at Misamis University Ozamiz City. With this I would like to ask for cooperation to gather data and information from you by answering the survey questions attached to this letter.

In accordance with RA 10173 of the Data Privacy Act of 2012, all personal and/or sensitive information solicited and disclosed from this questionnaire shall only be used for the study alone. Rest assured that your responses in this instrument will be kept confidential.

Thank you for taking time to complete the questionnaire.

Respectfully Yours,
JV JOMARI A. VENTE
JAY-EN T. BALORO
LUIL JOHN M. ONGCOY



Appendix B
RESEARCH QUESTIONNAIRE

RESEARCH QUESTIONNAIRE

**JOB SATISFACTION INDICATORS: ITS EFFECT TOWARDS EMPLOYEE
PERFORMANCE IN OZAMIZ CITY'S MABUHAY ACCOMMODATIONS**

(Kassabgy, Boraie, & Schmidt, 2001 and Pradhan, Rabindra Kumar; Jena,
Lalatendu Kesari (2017)

Name: _____ (Optional)

Company: _____

JOB SATISFACTION

Directions: Read each item attentively and respond to the following questions. Please indicate (/) on the space provided.

4 - Strongly Agree 3 – Agree 2 – Disagree 1 - Strongly Disagree

I. Salary and Incentives

No.	Statements	4	3	2	1
1	I am satisfied with my job because I have a good salary.				
2	I am satisfied with my job because my salary is enough to support my family.				
3	I am satisfied with my job because the organization offers incentives.				
4	I am satisfied with my job because my salary is competitive to similar organizations providing similar services.				
5	I am satisfied with my job because my salary is enough for my necessities.				

II. Work Environment

No.	Statements	4	3	2	1
1	I am satisfied with my job because my company work environment is safe and comfortable.				
2	I am satisfied with my job because I feel like I am a part of a team.				
3	I am satisfied with my job because my workspace is equipped with what I need.				
4	I am satisfied with my job because I feel appreciated for my contributions at work.				
5	I am satisfied with my work because I can work together with my co-workers.				
6	I am satisfied with my job because I receive recognition when I do good work.				
7	I am satisfied with my job because I can communicate with my co-workers.				

III. Work Activity

No.	Statements	4	3	2	1
1	I am satisfied with my work because I can complete all the usual duties required for my position.				
2	I am satisfied with my work I can complete all the job duties without special assistance.				
3	I am satisfied with my work I can report regularly for work as scheduled.				
4	I am satisfied with my work because I receive job that is not regularly given to other employees.				
5	I am satisfied with my work because I do the work under special conditions with extra help or supervision				

6	I am satisfied with my work because I have a manageable workload.				
7	I am satisfied with my work because my work is interesting and fun.				
8	I am satisfied with my work because I am contented with the number of responsibilities that I receive in my job.				

IV. Promotion

No.	Statements	4	3	2	1
1	I am satisfied with my work because I am appropriately recognized when I performed well at my regular duties.				
2	I am satisfied with my work because my company's frequency of promotion is quite fast.				
3	I am satisfied with my work because I am aware of my chances of promotion.				
4	I am satisfied with my work because I have adequate opportunities to develop my professional skills.				
5	I am satisfied with my work because I have an accurate written job description.				
6	I am satisfied with my work because the amount of work I am expected to do is met.				
7	I am satisfied with my work because my work is evaluated based on a fair system of performance standards.				
8	I am satisfied with my work because I feel contented with the promotion policies.				

V. Fairness of Treatment

No.	Statements	4	3	2	1
1	I am satisfied with my work because I am taken seriously by supervisors or managers.				
2	I am satisfied with my work because the supervisor or manager treats me with respect.				
3	I am satisfied with my work because the supervisor or manager helps me whenever I have troubles.				
4	I am satisfied with my work because the supervisor or manager took any of my complaints and restrictions I had seriously.				
5	I am satisfied with my work because the supervisor or manager is supportive of me.				
6	I am satisfied with my work because the supervisor or manager understands me.				

EMPLOYEE PERFORMANCE

Directions: Read each item attentively and respond to the following questions. Please indicate (/) on the space provided.

4 - Strongly Agree 3 – Agree 2 – Disagree 1 - Strongly Disagree

No.	Statements	4	3	2	1
1	I feel great when I receive constructive feedback and guidance from my manager and colleagues at [Company].				
2	I feel great that you I am able to use my skills and abilities in my current role at [Company]?				
3	I am confident to rate my overall performance as satisfactory.				
4	I can perform my best at work because I am provided with the support and resources by [Company].				
5	I feel that I am able to contribute and have my ideas heard in team meetings and decision-making processes at [Company]?				
6	I feel effective in meeting the job requirements and responsibilities of my role at [Company]?				

Appendix C
SAMPLE FILLED-OUT QUESTIONNAIRE

RESEARCH QUESTIONNAIRE

**JOB SATISFACTION INDICATORS: ITS EFFECT TOWARDS EMPLOYEE
PERFORMANCE IN OZAMIZ CITY'S MABUHAY ACCOMMODATIONS**

*(Kassabgy, Boraie, & Schmidt, 2001 and Pradhan, Rabindra Kumar; Jena,
Lalatendu Kesari (2017)*

Name: Angelle M. Aborquia F (Optional)
Company: Mt. Moriah Inn & Resto

JOB SATISFACTION
Directions: Read each item attentively and respond to the following questions. Please indicate (/) on the space provided.

4 - Strongly Agree 3 - Agree 2 - Disagree 1 - Strongly Disagree

I. Salary and Incentives

No.	Statements	4	3	2	1
1	I am satisfied with my job because I have a good salary.		✓		
2	I am satisfied with my job because my salary is enough to support my family.		✓		
3	I am satisfied with my job because the organization offers incentives.		✓		
4	I am satisfied with my job because my salary is competitive to similar organizations providing similar services.		✓		
5	I am satisfied with my job because my salary is enough for my necessities.		✓		

II. Work Environment

No.	Statements	4	3	2	1
1	I am satisfied with my job because my company work environment is safe and comfortable.		✓		
2	I am satisfied with my job because I feel like I am a part of a team.	✓			
3	I am satisfied with my job because my workspace is equipped with what I need.		✓		
4	I am satisfied with my job because I feel appreciated for my contributions at work.	✓			
5	I am satisfied with my work because I can work together with my co-workers.		✓		
6	I am satisfied with my job because I receive recognition when I do good work.		✓		
7	I am satisfied with my job because I can communicate with my co-workers.		✓		

III. Work Activity

No.	Statements	4	3	2	1
1	I am satisfied with my work because I can complete all the usual duties required for my position.		✓		
2	I am satisfied with my work I can complete all the job duties without special assistance.			✓	
3	I am satisfied with my work I can report regularly for work as scheduled.		✓		
4	I am satisfied with my work because I receive job that is not regularly given to other employees.		✓		
5	I am satisfied with my work because I do the work under special conditions with extra help or supervision		✓		

6	I am satisfied with my work because I have a manageable workload.		✓		
7	I am satisfied with my work because my work is interesting and fun.		✓		
8	I am satisfied with my work because I am contented with the number of responsibilities that I receive in my job.		✓		

IV. Promotion

No.	Statements	4	3	2	1
1	I am satisfied with my work because I am appropriately recognized when I performed well at my regular duties.		✓		
2	I am satisfied with my work because my company's frequency of promotion is quite fast.		✓		
3	I am satisfied with my work because I am aware of my chances of promotion.	✓			
4	I am satisfied with my work because I have adequate opportunities to develop my professional skills.	✓			
5	I am satisfied with my work because I have an accurate written job description.		✓		
6	I am satisfied with my work because the amount of work I am expected to do is met.		✓		
7	I am satisfied with my work because my work is evaluated based on a fair system of performance standards.		✓		
8	I am satisfied with my work because I feel contented with the promotion policies.		✓		

V. Fairness of Treatment

No.	Statements	4	3	2	1
1	I am satisfied with my work because I am taken seriously by supervisors or managers.	✓			
2	I am satisfied with my work because the supervisor or manager treats me with respect.	✓			
3	I am satisfied with my work because the supervisor or manager helps me whenever I have troubles.	✓			
4	I am satisfied with my work because the supervisor or manager took any of my complaints and restrictions I had seriously.	✓			
5	I am satisfied with my work because the supervisor or manager is supportive of me.		✓		
6	I am satisfied with my work because the supervisor or manager understands me.		✓		

EMPLOYEE PERFORMANCE

Directions: Read each item attentively and respond to the following questions. Please indicate (/) on the space provided.

4 - Strongly Agree 3 - Agree 2 - Disagree 1 - Strongly Disagree

No.	Statements	4	3	2	1
1	I feel great when I receive constructive feedback and guidance from my manager and colleagues at [Company].		✓		
2	I feel great that you I am able to use my skills and abilities in my current role at [Company]?		✓		
3	I am confident to rate my overall performance as satisfactory.		✓		
4	I can perform my best at work because I am provided with the support and resources by [Company].	✓			
5	I feel that I am able to contribute and have my ideas heard in team meetings and decision-making processes at [Company]?		✓		
6	I feel effective in meeting the job requirements and responsibilities of my role at [Company]?		✓		

Appendix D

REQUEST LETTER TO ADAPT INSTRUMENT



MISAMIS UNIVERSITY
OZAMIZ CITY

November 29, 2023

Deena Boraie
Professor of Practice
The American University in Cairo, Egypt

Dear Ma'am Boraie,

Greetings!

The undersigned are students of Bachelor of Science in Hospitality Management in Misamis University undertaking thesis writing having the research entitled ***"Job Satisfaction Indicators: Its Effect Towards Employee Performance in Ozamiz City's Mabuhay Accommodations"***.

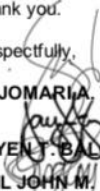
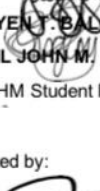
For this, the study has its purpose **to determine underlying factors that motivates and encourage employee's performance**. As an output of the study, the researcher will **propose recommendations on handling employees and to give establishments insights on the possible motivators for employees increase in productivity which will also increase the productivity of the organization they are affiliated with**.

With this, we humbly ask for your approval to allow us to adapt your research instrument used in your study:

This is also to request for a copy of your survey questionnaire. Rest assured that the information that would be obtained will only be used for research purposes and would be treated with utmost confidentiality. With your expertise and generosity, we are humbly asking for your approval and rest assured that you will be properly cited.

We are looking forward to your request and would merit your positive response.
Thank you.

Respectfully,

JV JOMARIA VENTE

JAYEN T. BALORO

LUIL JOHN M. ONGCOY
BSHM Student Researchers

Received and Approved by:

Name: **DEENA BORAIE**

Author: *Values, Rewards and Job Satisfaction in the ESL/EFL*

Noted by:


Mr. Joseph Glenn Laput
Research Adviser



MISAMIS UNIVERSITY
OZAMIZ CITY

November 29, 2023

Rabindra Kumar Pradhan
Professor, Humanities and Social Sciences
Indian Institute of Technology, Kharagpur

Dear Mr. Pradhan,

Greetings!

The undersigned are students of Bachelor of Science in Hospitality Management in Misamis University undertaking thesis writing having the research entitled ***"Job Satisfaction Indicators: Its Effect Towards Employee Performance in Ozamiz City's Mabuhay Accommodations"***.

For this, the study has its purpose **to determine underlying factors that motivates and encourage employee's performance**. As an output of the study, the researcher will **propose recommendations on handling employees and to give establishments insights on the possible motivators for employees increase in productivity which will also increase the productivity of the organization they are affiliated with**.

With this, we humbly ask for your approval to allow us to adapt your research instrument used in your study:

This is also to request for a copy of your survey questionnaire. Rest assured that the information that would be obtained will only be used for research purposes and would be treated with utmost confidentiality. With your expertise and generosity, we are humbly asking for your approval and rest assured that you will be properly cited.

We are looking forward to your request and would merit your positive response.
Thank you.

Respectfully,

JV JOMARIA A. VENTE
JAYEN T. BALORO
LUIL JOHN M. ONGCOY

BSHM Student Researchers

Received and Approved by:

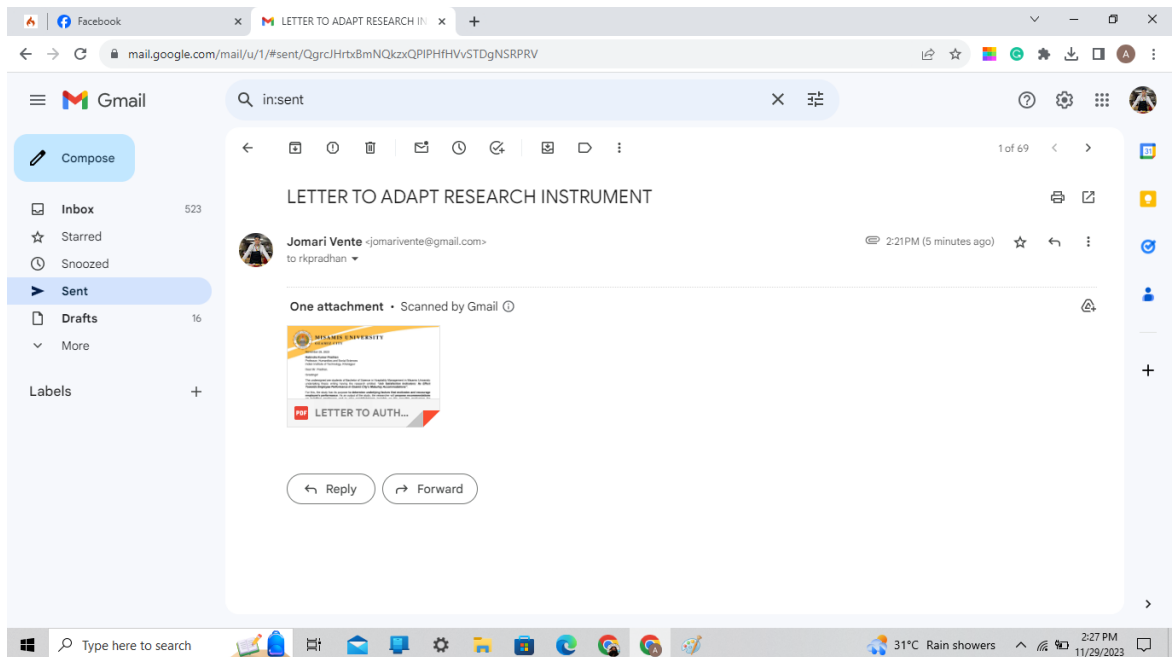
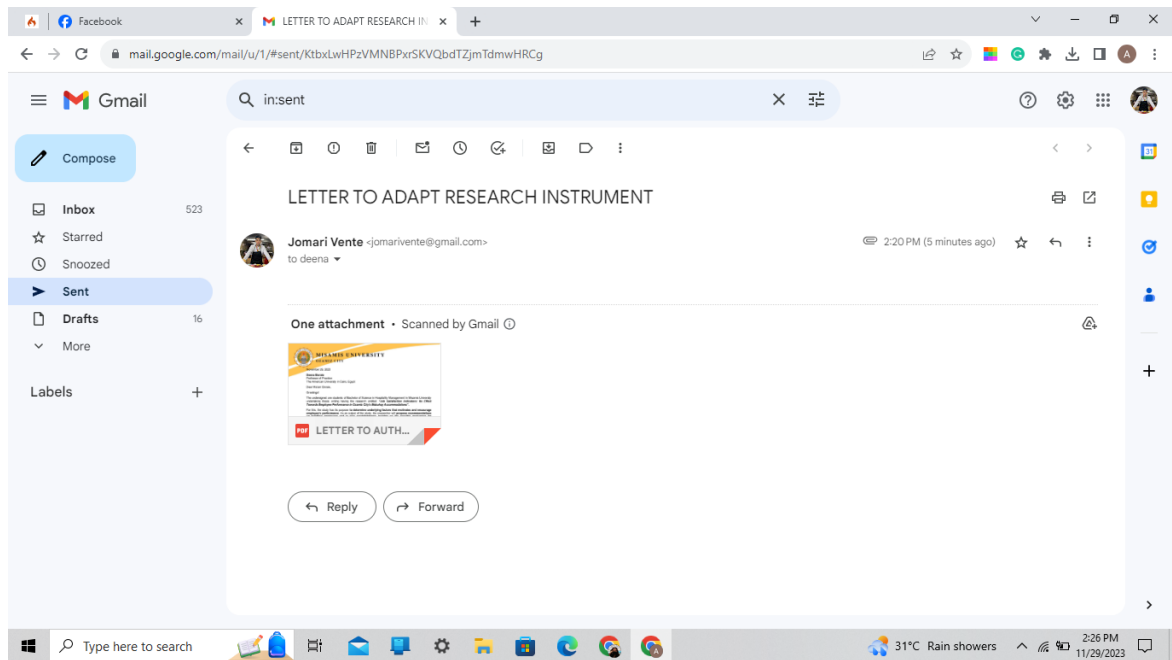
Name: **RABINDRA KUMAR PRADHAN**

Author: *Employee Performance at Workplace:*
Conceptual Model and Empirical Validation

Noted by:

Mr. Joseph Glenn Laput
Research Adviser





Appendix E

LETTER OF INTENT



MISAMIS UNIVERSITY
OZAMIZ CITY

OCTOBER 12, 2023

Timfanel Garden Ornamental Plant Farm

Dear Ma'm/Sir,

Greetings!

The undersigned are students of Bachelor of Science in Hospitality Management (BSHM) in Misamis University undertaking thesis writing having the research entitled: **"Job Satisfaction Indicators: Its Effect Towards Employee Performance in Ozamiz City's Mabuhay Accommodations"**.

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Rest assured that the information that would be obtained will only be used for research purposes and would be treated with utmost confidentiality. Should you have any concerns regarding this query, here are my contact details: **09276198108** and email address **jomarivente@gmail.com**.

We are looking forward to your request and would merit your positive response.
Thank you.

Respectfully,

JV JOMARI A. VENTE

JAYEN T. BALORO

LUIL JOHN M. ONGCOY

BSHM Student Researchers

Received and approved by:

Name: *Farah Neri*

Affiliation: *Office Staff*

Noted by:


JOSEPH GLENN LAPUT
Research Adviser

College of Business and Management
Misamis University
Ozamiz City, Misamis Occidental, Philippines
(088)-521-0367 / (088)-521-0431
www.mu.edu.ph





MISAMIS UNIVERSITY
OZAMIZ CITY

OCTOBER 12, 2023

Asia Novo Boutique Hotel INC.

Dear Ma'm/Sir,

Greetings!

The undersigned are students of Bachelor of Science in Hospitality Management (BSHM) in Misamis University undertaking thesis writing having the research entitled: **"Job Satisfaction Indicators: Its Effect Towards Employee Performance in Ozamiz City's Mabuhay Accommodations"**.

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Thank you.

Respectfully,

JV JOMARI A. VENTE

JAYEN T. BALORO

LUIL JOHN M. ONGCOY

BSHM Student Researchers

Received and approved by:

Name: QUINS VENTURA D.
Affiliation: ANPHI

Noted by:

JOSEPH GLENN LAPUT
Research Adviser

College of Business and Management
Misamis University
Ozamiz City, Misamis Occidental, Philippines
(088)-521-0367 / (088)-521-0431
www.mu.edu.ph





MISAMIS UNIVERSITY

OZAMIZ CITY

OCTOBER 12, 2023

GV Hotel Ozamiz/Vismin GV Hotel INC

Dear Ma'm/Sir,

Greetings!

The undersigned are students of Bachelor of Science in Hospitality Management (BSHM) in Misamis University undertaking thesis writing having the research entitled: **"Job Satisfaction Indicators: Its Effect Towards Employee Performance in Ozamiz City's Mabuhay Accommodations"**.

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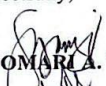
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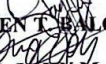
Rest assured that the information that would be obtained will only be used for research purposes and would be treated with utmost confidentiality. Should you have any concerns regarding this query, here are my contact details: **09276198108** and email address **jomarivente@gmail.com**.

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Thank you.

Respectfully,

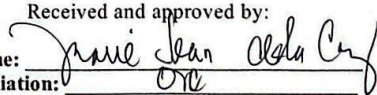

JV JOMARI A. VENTE


JAYEN T. ALORO

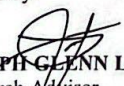

LAIL JOHN M. ONGCOY

BSHM Student Researchers

Received and approved by:


Name: Marie Jean Orla Cruz
Affiliation: One

Noted by:


JOSEPH GLENN LAPUT
Research Adviser

College of Business and Management
Misamis University
Ozamiz City, Misamis Occidental, Philippines
(088)-521-0367 / (088)-521-0431
www.mu.edu.ph



MISAMIS UNIVERSITY
OZAMIZ CITY

OCTOBER 12, 2023

Mt. Moriah Inn

Dear Ma'm/Sir,

Greetings!

The undersigned are students of Bachelor of Science in Hospitality Management (BSHM) in Misamis University undertaking thesis writing having the research entitled: **"Job Satisfaction Indicators: Its Effect Towards Employee Performance in Ozamiz City's Mabuhay Accommodations"**.

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Thank you.

Respectfully,

JV JOMARI A. VENTE

JAYEN TUBALORO

EUL JOHN M. ONGCOY

BSHM Student Researchers

Received and approved by:

Name:
Affiliation: Housekeeping / Frontdesk

Noted by:

JOSEPH GLENN LAPUT
Research Adviser

College of Business and Management
Misamis University
Ozamiz City, Misamis Occidental, Philippines
(088)-521-0367 / (088)-521-0431
www.mu.edu.ph





MISAMIS UNIVERSITY
OZAMIZ CITY

OCTOBER 12, 2023

Be Palace Hotel

Dear Ma'm/Sir,

Greetings!

The undersigned are students of Bachelor of Science in Hospitality Management (BSHM) in Misamis University undertaking thesis writing having the research entitled: **"Job Satisfaction Indicators: Its Effect Towards Employee Performance in Ozamiz City's Mabuhay Accommodations"**.

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Thank you.

Respectfully,

JV JOMARI A. VENTE

JAYEN T. BALORO

LUIL JOHN M. ONGCOY

BSHM Student Researchers

Received and approved by:

Name: _____

Affiliation: _____

Noted by:

JOSEPH GLENN LAPUT

Research Adviser

College of Business and Management
Misamis University
Ozamiz City, Misamis Occidental, Philippines
(088)-521-0367 / (088)-521-0431
www.mu.edu.ph





MISAMIS UNIVERSITY
OZAMIZ CITY

OCTOBER 12, 2023

Citi Tourist Inn

Dear Ma'm/Sir,

Greetings!

The undersigned are students of Bachelor of Science in Hospitality Management (BSHM) in Misamis University undertaking thesis writing having the research entitled: **"Job Satisfaction Indicators: Its Effect Towards Employee Performance in Ozamiz City's Mabuhay Accommodations"**.

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We are looking forward to your request and would merit your positive response.
Thank you.

Respectfully,

JV JOMARI A. VENTE

JAYEN T. BALORO

LUIL JOHN M. ONGCOY

BSHM Student Researchers

Received and approved by:

Name: _____

Affiliation: _____

Noted by:

JOSEPH GLENN LAPUT
Research Adviser

College of Business and Management
Misamis University
Ozamiz City, Misamis Occidental, Philippines
(088)-521-0367 / (088)-521-0431
www.mu.edu.ph





MISAMIS UNIVERSITY
OZAMIZ CITY

OCTOBER 12, 2023

GS and S Realty Corporation

Dear Ma'm/Sir,

Greetings!

The undersigned are students of Bachelor of Science in Hospitality Management (BSHM) in Misamis University undertaking thesis writing having the research entitled: **"Job Satisfaction Indicators: Its Effect Towards Employee Performance in Ozamiz City's Mabuhay Accommodations"**.

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JV JOMARI A. VENTE

JAYEN T. BALORO

LUIL JOHN M. ONGCOY

BSHM Student Researchers

Received and approved by:

Name: _____

Affiliation: _____

Noted by:

JOSEPH GLENN LAPUT
Research Adviser

College of Business and Management
Misamis University
Ozamiz City, Misamis Occidental, Philippines
(088)-521-0367 / (088)-521-0431
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Appendix F

STATISTICAL OUTPUT

1. What is the level of employees' job satisfaction among Mabuhay Accommodations in Ozamiz City?

Constructs	Mean	Std. Deviation	Interpretation
Salary and incentives	3.215	.3984	High
Work environment	3.214	.3855	High
Work activity	3.109	.3903	High
Promotion	3.118	.4412	High
Fairness of treatment	3.433	.4382	Very high
Job Satisfaction	3.218	.3564	High

Descriptive Statistics

	N	Mean	Std. Deviation
Salary and incentives	40	3.215	.3984
Work environment	40	3.21428571428	.385503944818
		5714	253
Work activity	40	3.10938	.390377
Promotion	40	3.11875	.441216
Fairness of treatment	40	3.43333333333	.438204052951
		3333	125
Job Satisfaction	40	3.21814880952	.356468612585
		3809	361
Valid N (listwise)	40		

2. What is the level of employee performance among employees in Mabuhay Accommodations in Ozamiz City?

Constructs	Mean	Std. Deviation	Interpretation
Employee performance	3.275	.3669	Very high

Descriptive Statistics

	N	Mean	Std. Deviation
Employee performance	40	3.27500000000	.366996743427
		0001	799
Valid N (listwise)	40		

3. Is there a significant relationship between the job satisfaction factors towards employee performance?

Tests of Normality

Constructs	Kolmogorov-Smirnov ^a	Shapiro-Wilk	Interpretation
	Sig.	Sig.	
Job Satisfaction	.000	.000	Not normally distributed
Employee performance	.000	.000	Not normally distributed

a. Lilliefors Significance Correction

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Job Satisfaction	.230	40	.000	.735	40	.000
Employee performance	.298	40	.000	.737	40	.000

a. Lilliefors Significance Correction

Correlations

Constructs	r-value	p-value	Interpretation
Job Satisfaction and employee performance	.587**	.000	Strong positive correlation/ there is significant relationship

Correlations				
			Job Satisfaction	Employee performance
Kendall's tau_b	Job Satisfaction	Correlation Coefficient	1.000	.479**
		Sig. (2-tailed)	.	.000
		N	40	40
	Employee performance	Correlation Coefficient	.479**	1.000
		Sig. (2-tailed)	.000	.
		N	40	40
Spearman's rho	Job Satisfaction	Correlation Coefficient	1.000	.587**
		Sig. (2-tailed)	.	.000
		N	40	40
	Employee performance	Correlation Coefficient	.587**	1.000
		Sig. (2-tailed)	.000	.
		N	40	40

** . Correlation is significant at the 0.01 level (2-tailed).

4. What is the effect of these listed factors towards employee performance?

Coefficients

Constructs	B-value	p-value	interpretation
Salary and incentives	.278	.442	There is no significant effect
Work environment	.180	.546	There is no significant effect
Work activity	.283	.516	There is no significant effect
Fairness of treatment	.381	.192	There is no significant effect
Job Satisfaction	-.325	.760	There is no significant effect

a. Dependent Variable: Employee performance

Coefficients ^a							
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
Model							
1 (Constant)	.663	.381		1.740	.091	-.111	1.437
Salary and incentives	.278	.357	.302	.777	.442	-.449	1.004
Work environment	.180	.295	.189	.609	.546	-.420	.779
Work activity	.283	.432	.301	.656	.516	-.594	1.161

Fairness of treatment	.381	.286	.455	1.333	.192	-.200	.961
Job Satisfaction	-.325	1.055	-.316	-.308	.760	-2.468	1.818

a. Dependent Variable: Employee performance

Excluded Variables ^a					
Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1 Promotion	. ^b	.	.	.	.000

a. Dependent Variable: Employee performance

b. Predictors in the Model: (Constant), Job Satisfaction, Fairness of treatment, Work environment, Salary and incentives, Work activity

5. Which of the following job satisfaction factors is the predictor for employee performance?

Coefficients		
Constructs	p-value	interpretation
Salary and incentives	.442	Not a predictor
Work environment	.546	Not a predictor
Work activity	.516	Not a predictor
Fairness of treatment	.192	Not a predictor
Job Satisfaction	.760	Not a predictor

a. Dependent Variable: Employee performance

6. What policy or recommendations can be proposed based on the findings of the study?

Based on the result, it is determined that none of the variables is directly related to employee performance. There might be some variables which were not included in the study that greatly influence employee performance not included in the equation. This does not mean that the management will not take their interest in improving these factors which may at a certain degree although not detrimental still affects in smaller proportion. With the result, unfortunately, none is significant towards employee performance. These might only be applicable in Mabuhay accommodation setting and not for other industries.

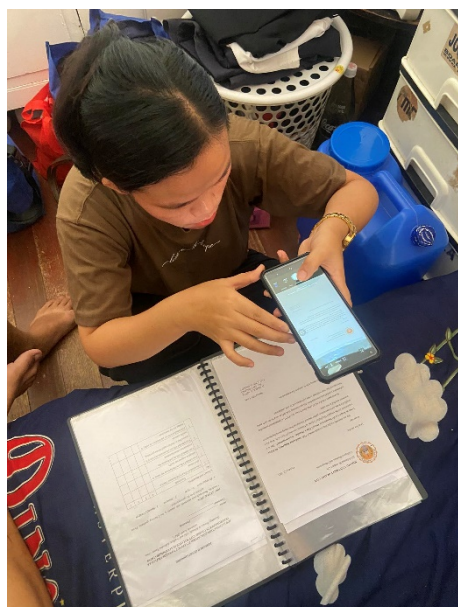
RELIABILITY TEST RESULTS

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SIQ2	144.783892857 142900	242.138	.786	.	.977
SIQ3	144.683892857 142900	243.354	.778	.	.977
SIQ4	144.708892857 142900	242.574	.868	.	.977
SIQ5	144.783892857 142900	242.765	.845	.	.977
Salary and incentives	144.718892857 142900	242.875	.898	.	.977
WEQ1	144.483892857 142900	244.401	.605	.	.978
WEQ2	144.708892857 142900	243.948	.550	.	.978
WEQ3	144.683892857 142900	244.176	.633	.	.978
WEQ4	144.733892857 142900	243.457	.726	.	.977
WEQ5	144.833892857 142900	242.806	.652	.	.978
WEQ6	144.758892857 142880	243.428	.758	.	.977
WEQ7	144.833892857 142900	244.298	.703	.	.977
Work environment	144.719607142 857170	243.688	.860	.	.977
WAQ1	144.633892857 142880	245.835	.559	.	.978
WAQ2	144.983892857 142900	244.229	.559	.	.978
WAQ3	144.983892857 142900	244.323	.510	.	.978
WAQ4	144.883892857 142880	242.380	.616	.	.978

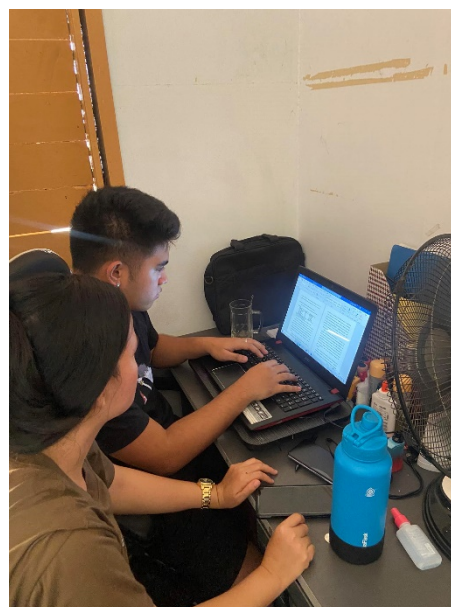
WAQ5	145.008892857	242.304	.600	.978
	142880			
WAQ6	144.758892857	242.702	.946	.977
	142880			
WAQ7	144.583892857	243.073	.651	.978
	142900			
WAQ8	144.758892857	243.186	.776	.977
	142880			
Work activity	144.824517857	243.376	.875	.977
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PQ1	144.733892857	243.150	.861	.977
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PQ2	144.933892857	240.976	.644	.978
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PQ3	144.758892857	241.389	.807	.977
	142880			
PQ4	144.783892857	241.582	.824	.977
	142900			
PQ5	144.783892857	242.594	.859	.977
	142900			
PQ6	144.708892857	242.926	.738	.977
	142900			
PQ7	144.933892857	241.417	.621	.978
	142900			
PQ8	144.883892857	241.031	.691	.977
	142880			
Promotion	144.815142857	241.798	.889	.977
	142900			
FTQ1	144.458892857	243.940	.633	.978
	142900			
FTQ2	144.433892857	244.143	.619	.978
	142900			
FTQ3	144.408892857	244.169	.618	.978
	142900			
FTQ4	144.608892857	243.122	.733	.977
	142900			
FTQ5	144.508892857	243.134	.692	.977
	142880			
FTQ6	144.583892857	243.134	.718	.977
	142900			

Fairness of treatment	144.500559523	243.553	.764	.	.977
	809560				
Job Satisfaction	144.715744047	243.016	.994	.	.977
	619100				
Q1	144.583892857	245.534	.556	.	.978
	142900				
Q2	144.508892857	246.448	.476	.	.978
	142880				
Q3	144.508892857	246.639	.464	.	.978
	142880				
Q4	144.608892857	245.714	.555	.	.978
	142900				
Q5	144.933892857	241.908	.694	.	.977
	142900				
Q6	144.808892857	243.776	.812	.	.977
	142900				
Employee performance	144.658892857	244.899	.797	.	.977
	142900				

Appendix G
DOCUMENTATION



Scanning of Documents



Paper Revision Process



Compiling of Documents



GV Hotel Data Gathering



GV Hotel Data Gathering



GV Hotel Data Gathering



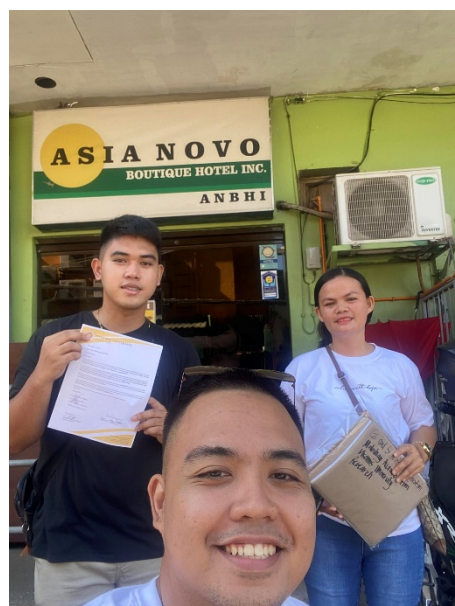
Mt. Moriah Inn Data Gathering



Mt. Moriah Inn Data Gathering



Asia Novo Hotel Data Gathering



Asia Novo Hotel Data Gathering



Timfamel Garden Data Gathering



Timfamel Garden Data Gathering

Appendix H

PLAGIARISM TEST RESULT

 **Similarity Report ID:** oid:28447:48091382

PAPER NAME
VENTE.docx

WORD COUNT 13221 Words	CHARACTER COUNT 79733 Characters
PAGE COUNT 63 Pages	FILE SIZE 90.9KB
SUBMISSION DATE Dec 16, 2023 9:53 AM GMT+8	REPORT DATE Dec 16, 2023 9:55 AM GMT+8

● **29% Overall Similarity**
The combined total of all matches, including overlapping sources, for each database.

- 17% Internet database
- 7% Publications database
- Crossref database
- Crossref Posted Content database
- 24% Submitted Works database

● **Excluded from Similarity Report**

- Bibliographic material
- Manually excluded text blocks

Appendix I

GRAMMARLY TEST RESULT



Report: GROUP F THESIS FORMAT FINAL (GRAMMARLY) - Copy

GROUP F THESIS FORMAT FINAL (GRAMMARLY) - Copy

by Misamis University

General metrics

96,243	13,579	861	54 min 18 sec	1 hr 44 min
characters	words	sentences	reading time	speaking time

Score



This text scores better than 95%
of all texts checked by Grammarly

Writing Issues

371	104	267
Issues left	Critical	Advanced

Plagiarism

This text hasn't been checked for plagiarism

Appendix J

CURRICULUM VITAE OF RESEARCHERS

JV Jomari A. Vente

Address: P1 Nailon Tudela Misamis Occidental

Contact Number: 09683155399

Email: jomarivente@gmail.com



Objective:

To build a career in a growing organization where I can get opportunities to hone and prove my abilities by accepting challenges, fulfilling organizational aims, and climb the career ladder through continuous learning and commitment.

Personal Data

Date of Birth: March 23, 2001
Nationality: Filipino
Age: 22
Sex: Male
Marital Status: Single

Experience/Internship

RHU, Tudela

Centro Napu, Tudela, Misamis Occidental
 January 2018

Municipality of Tudela

Centro Napu, Tudela, Misamis Occidental
 April 2019

TRAININGS AND SEMINARS ATTENDED

- Career Orientation Seminar in the Cruise Line Magsaysay Center for Hospitality and Culinary Cebu City, April 2023
- Lecture and Demonstration on Basic Housekeeping and Bed-Making at Mezzo Hotel Cebu City, April 2023
- Mental Health Awareness Seminar, Sex Education and HIV Awareness at Misamis University Ozamiz City February 2023
- Cake Decorating and Customizing Workshop using Fondant at Misamis University Ozamiz City, June 2023

REFERENCES

Mrs. Ruby P. Salig	Mrs. Catherine D. Rosauo
MBA, MIHM	MBA, MIHM
Faculty, Misamis University	Faculty, Misamis University
09759939457	09518855461
ruby.salig@mu.edu.ph	catherine.rosauo@mu.edu.ph

Education

ELEMENTARY

Tudela Central School

2009-2013

JUNIOR HIGH SCHOOL

San Isidro Academy of Tudela Inc.

2013-2019

SENIOR HIGH SCHOOL

San Isidro Academy of Tudela Inc.

2013-2019 (GAS Strand)

COLLEGE

Misamis University

Bachelor of Science in Medical Technology

2019-2020

Bachelor of Science in Medical Technology

2020-present

SKILLS

- Good written and oral English communication skills; excellent in interpersonal skills.
- Knowledge of and ability to perform any necessary services.
- Able to timely and accurately perform tasks.
- Ability to pay attention to details and identify complications.
- Organized and Team-Oriented



LUIL JOHN M. ONGCOY

CAREER OBJECTIVES:

To get an opportunity to maximize my abilities and contribute to the expansion of the business.

SCHOOLS ATTENDED

Primary

Stella Maris College
Oroquieta City, Misamis Occidental

Secondary

- Junior High
Stella Maris College
Oroquieta City, Misamis Occidental
- Senior High School
Stella Maris College
Oroquieta City, Misamis Occidental

College

Misamis University
Bachelor of Science in Hospitality Management
H.T Feliciano St., Ozamiz City, Misamis Occidental Philippines

PERSONAL INFORMATION

Age: 22
Birthdate: January 23, 2001
Father: Luciano John Ongcoy Jr.
Mother: Ligaya Mahulay Ighot

SKILLS

- Active Listening
- Adaptability
- Decision Making
- Teamwork
- Communication

LANGUAGE

- ✓ Filipino
- ✓ English

SEMINARS ATTENDEE

Lecture and Demonstration on
Basic Housekeeping and
Bedmaking

Career Orientation Seminar in
the Cruise line Industry

Cake Decorating and
Customizing using Fondant

Jay-en T. Baloro

Address: P-6 Kulasihan Lantapan, Bukidnon 8722

Contact Number: 09126010133

Email: jayenbaloro26@gmail.com



Objective:

To secure a challenging position in a reputable organization to expand my learning, knowledge, and skills.

Experience

Food Server 2015

Jeraidine Eatery

Bonifacio Misamis Occidental

Seminars And Training Attended

- **Body Image and the Reality of Eating Disorders**
Misamis University H.T. Feliciano St. Ozamis City
May 20, 2022
- **Stress Management Techniques**
Misamis University H.T. Feliciano St. Ozamis City
May 14, 2021
- **Career Orientation Seminar in the Cruise Line**
Magsaysay Center for Hospitality and Culinary
Cebu City
April 24, 2023
- **Lecture on Hotel Operations or MICE Management**
SEDA Hotel, Cebu City
April 25, 2023
- **Lecture and Demonstration on Basic Housekeeping and Bed-making**
Mezzo Hotel, Cebu City
April 26, 2023

Education

ELEMENTARY

Liloan Elementary School (2006)

Liloan Bonifacio Misamis Occidental

HIGH SCHOOL

Bonifacio National High school (2011)

Liloan Bonifacio Misamis Occidental

COLLEGE

Bachelor of Science in Hospitality Management

MISAMIS UNIVERSITY (2023)

Skills

- Willingness to learn new things
- Flexible
- Time Management
- Active Listening

References

Mrs. Catherine D. Rosauro, MBA, MIHM
Faculty
MISAMIS UNIVERSITY
09518855461
catherine.rosauro@mu.edu.ph

Mrs. Ruby Salig, MBA, MIHM
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Misamis University
09759939457
Ruby.salig@mu.edu.ph