

BIBLIOGRAPHY

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ABSTRACT

The study determined the profile of the respondents, the level of job satisfaction and job performance of employees of cooperatives in Buguias, Benguet. The study also correlates the level of job satisfaction and job performance of the employees.

Seven primary cooperatives in the municipality of Buguias, Benguet were identified as study units. The study covered 21 employees composed of seven (7) managers, six (6) bookkeepers, five (5) treasurers, two (2) loan officers, and one (1) teller.

Results showed that on the employees' level of job satisfaction they were satisfied with their jobs and the level of job performance of employees was good. Job satisfaction and job performance of employees were moderately correlated and highly significant. Employees who were satisfied with their job performed well and vice versa.



INTRODUCTION

Rationale

The study on the job satisfaction, along with job performance has been a priority topic of many researchers in the past and up to this date. Researchers are religiously studying the impact of satisfaction to the workforce as it affects their effectiveness and efficiency in performing individual roles within an organization (Dulnuan, 2010).

According to Wahayna (2003), job satisfaction studies often focus on job content and context. As a set of feelings, job satisfaction is dynamic. It is also a positive feeling of an individual towards his job. Indeed, managers often try to formulate solutions in order to have a working force that is aimed at realizing the organization's objectives which is also an amount to the employee's self-fulfillment and self-actualization.

However, there are various factors affecting job satisfaction that lead employees to becoming a positive worker or a negative worker. Previous related studies indicated that pay, work itself, work environment, promotion and supervision are the factors that affect job satisfaction. Job satisfaction is also a part of life satisfaction.

Cooperatives are group of people with common goal. They pool their resources to achieve their social, economic, and cultural needs and aspirations. However, managers should strive to create a work-friendly environment. This should start by acknowledging that employees are partners in achieving the goals and vision by knowing that their untapped capabilities are appreciated through an environment that allows growth and development beneficial to all.

Thus, this study intended to determine the level of job satisfaction of employees affecting their job performance which can be a tool for the sustainability of a cooperative.



Importance of the Study

The result of this research work would serve as an avenue for better working environment between and among cooperative managers and staffs. Furthermore, it would served as a guide by the management on how to develop and maintain highly skilled and competent employees.

Likewise, the findings of this study would provide benchmark information regarding the job satisfaction of employees of the primary cooperatives operating in Buguias, Benguet. It would provide insights to cooperatives and other institutions or agencies engaged in the cooperative movement in the formulation of relevant, sound and effective policies and programs that are essential for the improvement of the cooperatives. The result of the study does not guarantee that it would be applicable to other operating cooperatives. Rather, it could serve as a starting point for the conduct of a deeper and thorough analysis on the relationship between job satisfaction and job performance.

Furthermore, the result of this study can be used as a source of information for further research on other related studies. It would also serve as a guide for students and researchers who were interested in conducting similar and/or related studies.

Finally, the findings of the study would be used by the cooperatives studied to improve their management strategies.

Statement of the Problem

This study aimed to determine the level of job satisfaction of employees affecting their job performance.

Specifically, it seeks to answer the following questions:



1. What is the level of satisfaction of employees along the following components:
 - a. Teamwork
 - b. Career Development
 - c. Working Conditions and Environment
 - d. Compensation and Benefits
2. What is the level of satisfaction of employees along the following aspects:
 - a. Leadership
 - b. Cooperative Culture
 - c. Communication
 - d. Management Practices
3. What is the level of job performance of employees as to their:
 - a. Role towards the success of the cooperative
 - b. Overall performance
4. Is there a correlation between the level of job satisfaction and job performance of employees?

Objectives of the Study

The study aimed to:

1. Determine the level of job satisfaction of employees along the following components:
 - a. Teamwork
 - b. Career Development
 - c. Working conditions
 - d. Compensation and Benefits



2. Determine the level of satisfaction of employees on existing practice with regard to:
 - a. Leadership
 - b. Cooperative Culture
 - c. Communication
 - d. Management practices
3. Determine the level of job performance of employees as to their:
 - a. Role towards the success of the cooperative
 - b. Overall performance
4. Determine the correlation between the level of job satisfaction and job performance of employees.

Scope and Delimitation of the Study

The study dealt with the determination of the level of job satisfaction of employees affecting their job performance. There were many aspects of job satisfaction, such as individual elements, social elements, cultural elements, environmental elements, and organizational elements.

The researcher focused only on the organizational elements more specifically in terms of teamwork, work conditions, compensation and benefits. The respondents of the study were the key employees of the selected cooperatives in Buguias, Benguet, specifically, the managers, treasurers, bookkeepers, loan officers, and tellers of each of the cooperatives operating in Buguias, Benguet. The Board of Directors (BOD's) was not included in the respondents of the study.



REVIEW OF LITERATURE

Job Satisfaction

Durante (1997) cited that job satisfaction is an emotional, affective orientation towards one work. More generally, job satisfaction can be defined in terms of the match between what we want from a job and what we actually receive. Anyone who is grossly mismatched is apt to feel unhappy and uncomfortable. Job satisfaction is correlated positively with the extent to which work effects personal interest and promotes use of abilities.

Furthermore, Durante (1997) stated that job satisfaction, which can be set of attitudes developed from work, is not only emotional but also can also be informational and behavioral. It can vary in intensity and consistency, can be acquired from a variety of sources, and can serve a number of functions for the individual.

Many authors states that the employees are generally satisfied in their jobs but this high satisfaction is declining due to factors that can only be answered by the employees themselves. High job satisfaction is desired by management because it tends to be connected with the positive outcomes that managers want (Davis and Newstrom, 1985).

Factors Affecting Job Satisfaction

Are satisfied workers more productive? Or more productive workers more satisfied? The link between satisfaction and performance has been widely explored. One view holds that satisfaction causes good performance. If this were true, then the manager's job would simply to keep workers happy. Although this may be the case for certain individuals job satisfaction, and for most people it is one of several causes of good



performance. Another view holds that good performance causes satisfaction. If these were true, managers would follow. However, some employees who are having high performance are not satisfied with their jobs (Nelson and Quick, 1997).

Factors Affecting Job Performance

Martires (1999) cited seven factors affecting job performance as follows:

1. Goal clarity (a clear picture of the ends to be attained). People must have in mind a clear picture of any end or goal they are to achieve.
2. Repertoire (a suitable repertoire). To achieve a goal, the people working toward it must possess a suitable, flexible repertoire. They must be able to engage in whatever behaviors that goal despite changing circumstances and environmental disturbances.
3. Knowledge of structures of the situation. Figuring out what to do in a particular situation requires knowledge of the structure of that situation.
4. Feedback (a functional feedback loop). Without information about actual conditions in relation to intended goals or results, no one can perform the standard. Such information is known as “feedback”.
5. Mental Models (sound mental models). In the absence of feedback, people have no choice except to act in ways that are consistent with internally-views-mental models of what is appropriate or what should be worked instead to externally-based information about what is and isn't actually working.
6. Motivation (adequate motivation). This is one thing to be capable of doing; it is something to else altogether to want to do.



7. Environmental (a support or manageable task environment). The task environment must support the desired performance; at the very least, it must be manageable.

Job Performance

Job performance is a commonly known used, yet poorly defined concept in industrial and organizational psychology, the branch of psychology that deals with the workplace. It is commonly refers to whether a person performs their job well or not. Despite the confusion over how it should be defined, performance is an extremely important criterion that relates to organizational outcomes and success.

Campbell *et al.*, (1990), describes job performance is something or a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance which are higher variables.

Job Performance – Job Satisfaction Relationship

Top management now recognizes that productivity objectives depend to a large extent on the implementation of the law performance:

High Performance = F (motivation x abilities)

High Performance is a function of motivation multiplied by abilities (Noe, 2002).

In pursuing this view, Terry (1975), stressed that managers commonly wonder why their people are not motivated with good working conditions, high pay, long vacations and work free from pressure.



Job Satisfaction – Job Performance Relationship

In an analysis of 20 correlated studies using both supervisory ratings and objective performance, there is no simple relationship between job satisfaction and job performance. Thus, satisfaction does not necessarily lead to better job performance (Bagano, 1999).

Davis *et al.*, (1989), contested that some managers cling to an old myth that satisfaction always leads to high employee performance, this assumption is not correct. According to the Behavior Modification Model, satisfied workers actually may be high, average or even excellent producers, and they will tend to continue the level of performance that continuously brought them satisfaction. The satisfaction-performance relationship is complex relationship.

When employees are dissatisfied with their jobs, and the feelings are not strong and persistent, they are more likely to be tardy or absent, lessen the productivity level, steal from the organization, or quit (Davis *et al.*, 1989).

Lopez (1985), concurred that the higher or stronger the regard for work of an employee, the higher is the level of his/her job satisfaction and the higher the level of job performance, the more effective an individual in performing his/her job. In other words, high level of job performance is the result of high level of job satisfaction as shown by his/her work values.

Relationships with Managers

Farren (2000), stated that the quality of the manager-employee relationship is critical feature of the work forced environment for an employee. Everyone more is much more motivated when they are going into a positive environment to relationship between



the organization and its staff. Style of supervision and relationship with supervisors and managers are impossible because of the broader lack of integrity in the working condition.

Durante (1997), cited that organizational communication has a significant relationship to job satisfaction on working condition. Organizational communication is not related to working condition but it serves to enhance the relationship of communication to working condition. The equity theory explain this contention this since whatever a person does is a result of what people around him do and how they react to him. The supports he gets from his superior and associates greatly affect not only his performance but also his feelings of belonging and satisfaction.

Relationship with Co-employees/Colleagues

Landisan (2003), cited that jealousies, rivalries, anxieties and frustrations exist to some degree in most offices which affect the employees' behavior and the employer-employee relationship. Experiencing continual conflicts with a supervisor or peer is mentioned by Davis *et al.*, (1989), as one of the causes of dissatisfaction of employee.

In addition, Landisan stated that when people received rewards that are something meaningful to them, they are encouraged to perform better, thus increasing their personal worth. These are ten best ways to reward good work: (1) money; (2) recognition; (3) time; (4) a piece of the action; (5) favorite work; (6) advancement; (7) freedom; (8) personal growth opportunities; (9) special time together; and, (10) gifts. Among these factors everybody responds to praises and raises such as money and recognition.



Work Place

Landisan (2003) cited the importance of creating a pleasant work environment. It is related to how employees feel toward other people, especially management members of the same organization. His research showed that work environment influences the entire behavioral process leading to job satisfaction.

Communication

According to Terry (1975), managers and non-managers usually desire open communication, up and down the organization, acknowledgement of their ideas and reply indicating management's evaluation of suggestions.

Davis *et al.*, (1989) affirmed that employees at lower levels have communication needs. Managers understand that they understand these needs, but often their employees do not think so. Downward communication tends to be overconfident and probably not to take enough care with their downward messages.

Benefits and Privileges

Benefits and privileges in the government sector according to the Civil Service Commission Omnibus Rules are provided in terms of leaves of absence (vacation leave), sick leaves, mandatory leaves, privilege leaves, maternity/paternity leaves, steps-increment, clothing allowances, and bonuses among others (Landisan, 2003).

Furthermore, Landisan (2003) emphasized that a well-conceived, well administered salary and benefits program is important in establishing and maintaining good employee-employer relations. In setting up a salary and benefits program, there are several elements



involved and important issues to consider. In recent times, providing balanced benefit programs have been getting more attention from employers and employees.

Working Conditions

According to Martires (1999), the first things that impress or depress any worker are the physical working conditions. Management is responsible for affording a wholesome workplace that is free from unnecessary hazards and conditions that do not constitute a risk to the physical and mental health of the employee.

In addition, the lighting, temperature of the workplace, scope, space allocation, physical layout, facilities, equipment and tools are to be inspected and maintained continuously for ease, comfort and safety of employees (Martires, 1999).

Career Development

Workers should acquire additional capabilities for more responsibilities in their current and future positions and this could be possible through trainings with the assistance from the management (Martires, 1999).

Employees at all levels have strong feelings about what they want and what they value. Concern for one's career has emerged prominently in the list of employee concerns. What about me? Who will take care of me? are questions frequently asked of management nowadays (Terry, 19975). Thus, an organization should sharpen its perception to the need to commit resources in order to develop an ever ready workforce that will be effective in the cognitive, psychomotor and effective domains when needed by equipping the personnel with the necessary skills and knowledge as the environment and situations change.



Competent and Fair Leadership

The want for good leadership is driven by psychological and security needs. Good leadership helps to assure that the organization and its job will continue to exist. Likewise, the ego demands, that one respects persons from who orders and directions are to be received. It is very frustrating to be subjected personally to a command from an individual who is deemed unworthy and in competent (Flippo, 1971).

Definition of Terms

Job satisfaction refers to the work output of the employees of selected primary cooperatives in Buguias, Benguet in doing their duties and responsibilities.

Job performance is the feeling of contentment or discontentment of the employees of selected primary cooperatives in Buguias, Benguet towards their organization.

Self-fulfillment is the contentment or happiness as a result of personal work, initiative or talent.

Self-actualization refers to the personal interests of employees, welfare, especially when placed before those of others.



Conceptual Framework

The conceptual framework of this study was shown through a diagrammatic presentation in Figure 1. Figure 1 is the paradigm of the study stating the independent variables, intervening variables and the dependent variables.

Independent Variables	Intervening Variables	Dependent Variables
<ol style="list-style-type: none">1. Teamwork2. Career development3. Work conditions4. Compensation and benefits5. Leadership6. Cooperative culture7. Communication8. Management practices	<ol style="list-style-type: none">1. Cooperative policies2. Cooperative goals and objectives3. Attendance to trainings and seminars	<ol style="list-style-type: none">1. Level of job satisfaction of employees2. Level of job performance of employees

Figure 1. Paradigm of the study



METHODOLOGY

Locale and Time of the Study

The study was conducted in the municipality of Buguias, Benguet which comprises of fourteen barangays. The active cooperatives were: (1) Bad-ayan Buguias Development Multipurpose Cooperative, located at Barangay Baculungan Sur; (2) Buguias Rural Waterworks and Water services Cooperative, located at Barangay Abatan; (3) Progressive Citizens Multipurpose Cooperative also located at Barangay Abatan; (4) Buguias National High School Multipurpose Cooperative found at Barangay Poblacion; (5) Natubleng Multipurpose Cooperative found at Barangay Natubleng; (6) Immaculate Conception Community Multipurpose Cooperative found at Km. 73, Amgaleyguey; (7) Bangao Savings and Development Cooperative located at Barangay Bangao.

This study was conducted from December 2011 to January 2012.

Respondents of the Study

Primary cooperatives operating in Buguias, Benguet, having at least three (3) employees was the criteria of selecting the cooperatives. The key respondents of each of the active cooperatives were the bookkeeper, the manager, the treasurer, the teller, and the loan officer.

Data Collection

A survey questionnaire was used as a tool in gathering relevant data and information from the respondents. To facilitate the data gathering procedure, a request letter was sent to the cooperative managers asking permission to administer the



questionnaire and to conduct actual interviews among employees and observation to validate data. The questionnaire used was adopted from the Cooperative Bank of Benguet.

Respondents answered the following questions using likert scale with the following descriptions:

Level of Job Satisfaction	Level of Job Performance
5 - Highly Satisfied (HS)	5 - Excellent (E)
4 - Very Satisfied (VS)	4 - Very Good (VG)
3 - Satisfied (S)	3 - Good (G)
2 - Fairly Satisfied (FS)	2 - Poor (P)
1 - Not Satisfied (NS)	1 - Dissatisfactory (D)

Data Gathered

The data gathered were the socio-demographic profile of the respondents, level of job satisfaction of employees in terms of teamwork, career development, working conditions, compensation and benefits, Level of satisfaction of employees on existing practice with regard to leadership, cooperative culture, communication, and management practices, Level of job performance of employees as to their role towards the success of the cooperative and for their overall job performance.

Data Analysis

The data gathered were tabulated, analyzed, and interpreted based on the objectives of the study using statistical tools such as frequency counts, percentage distribution, weighted mean and spearman correlation coefficient.



Several questions were asked under each category/subject. For each question, the weighted mean was computed as:

$$\text{Weighted Mean } X_w = \sum \frac{f_i x_i}{f_i}$$

Where:

f_i = frequencies

X_i = weighted as per scale

X_w = weighted mean

The weighted mean correspond to a verbal description where:

Arbitrary value	Limits	Respondents' Level of Job Satisfaction	Respondents' Level of Job Performance
5	4.51 – 5.00	Highly Satisfied	Excellent
4	3.51 - 4.50	Very Satisfied	Very Good
3	2.51 - 3.50	Satisfied	Good
2	1.51 - 2.50	Fairly Satisfied	Poor
1	1.50 – 1.00	Not satisfied	Dissatisfactory

The spearman correlation coefficient was used to analyze the correlation between job satisfaction and job performance. The spearman correlation coefficient was computed as follows:

$$\text{Spearman's rho } r_s = 1 - \left[\frac{6 \sum d_i^2}{N^3 - N} \right]$$



RESULTS AND DISCUSSION

Socio-demographic Profile of Respondents

The respondents of the study were the 21 management staff of the seven active primary cooperatives in Buguias, Benguet. The management staff was composed of seven managers, six bookkeepers, five treasurers, two loan officers and one teller. Table 1 presents the respondents profile according to their age, sex, civil status, monthly salary, length of service, educational attainment and training/seminars attended.

Age. The age of the respondents ranged from 26 to 55. The findings show that majority of the respondents belonged to the age bracket of 36 to 45 (42.86%). Six of the respondents belonged to the age bracket of 26 to 35 (28.57%) and six also belonged to age the bracket 46 to 55 (28.57%). These results indicate that most of them are experienced and knowledgeable on the development of their cooperative.

Gender. Most of the respondents were females (85.71%) and the rest were males (14.29%). This shows that female respondents outnumbered the male respondents in the cooperatives.

Civil status. Majority of the respondents were married (66.67%). Five of the respondents in the cooperatives were single (23.81%) while two respondents were widowed (9.52%). The results indicate that most employees in the cooperative were married.

Monthly salary. Out of the 21 respondents, 12 or 57.14% answered that they have below Php. 5,000 monthly salary. Nine remaining respondents (42.86%) answered that they have monthly salary ranging from Php. 5,000 to Php. 10,000. Based on the results, most of the employees have a monthly salary not exceeding to Php. 5,000.



Table 1. Profile of the respondents

CHARACTERISTICS	FREQUENCY	PERCENTAGE
Age		
26-35	6	28.57
36-45	9	42.86
46-55	6	28.57
TOTAL	21	100
Sex		
Female	18	85.71
Male	3	14.29
TOTAL	21	100
Civil Status		
Single	5	23.81
Married	14	66.67
Widow/Widower	2	9.52
TOTAL	21	100
Monthly Salary		
Below 5,000	12	57.14
5,000 - 10,000	9	42.86
TOTAL	21	100
Length of Service		
1 year - 3 years	1	4.76
4 years - 6 years	7	33.33
7 years - 9 years	7	33.33
Above 10 years	6	28.57
TOTAL	21	100
Educational Attainment		
High School graduate	9	42.86
Vocational graduate	2	9.52
College undergraduate	4	19.05
College graduate	6	28.57
TOTAL	21	100



Length of service. There were six respondents (28.57%) that served the cooperative for more than 10 years. Seven respondents (33.33%) served for 7 to 9 years; seven respondents (33.33%) served for 4 to 6 years while one respondent (4.76%) served for 1 to 3 years. The results show that majority of the respondents served the cooperative between four to nine years. It was followed by six respondents who served the cooperative for more than ten years.

Educational attainment. Nine (42.86%) out of the 21 respondents are high school graduate. Six (28.57%) were college graduates while four (19.05 %) were college undergraduates. Only two (9.52%) respondents were vocational graduates. Most of the respondents didn't finished or stepped college level but they were employed in the cooperative. Only six staff out of 15 respondents graduated from college.

Position in the Cooperative

Table 2 shows the position of the respondents in the cooperative. Most of the respondents were managers (seven or 33.33%) followed by bookkeepers (six or 28.57%). Five or 23.81 % of the respondents were treasurers, two or 9.52 % were loan officers and one or 4.76 % teller. The findings indicate that some of the active cooperatives lack the key informants which were the manager, treasurer and bookkeeper.

Trainings and Seminars

Almost all of the respondents attended several relevant trainings/seminars. The Top three most attended were leadership and management (attended by 12), internal control (attended by 9), and time management (attended by 8). On the other hand the top least attended were basic rural banking course (attended by only 1) team building microfinance



literacy program, each was attended by only two respondents'. The result implies that most of the respondents have attended leadership and management training.

Table 2. Position of respondents in the cooperative

POSITION	FREQUENCY	PERCENTAGE
Manager	7	33.33
Bookkeeper	6	28.57
Treasurer	5	23.81
Teller	1	4.76
Loan Officer	2	9.52
TOTAL	21	100

Table 3. Training/seminars attended by the employees

TRAININGS AND SEMINARS	FREQUENCY	PERCENTAGE
Leadership/Management training	12	57.14
Time Management Training	8	38.10
Gender Sensitivity Training	3	14.29
Team Building Training	2	9.52
Basic Rural Banking Course	1	4.76
Internal Control Seminar	9	42.86
Computer Software Training	3	14.29
Microfinance Literacy Program	2	9.52
Basic Bookkeeping and Accounting	1	4.76

* Multiple responses



Level of Job Satisfaction of Employees

This section discusses the level of job satisfaction along the following components; as to teamwork, career development, work conditions/environment and compensation and benefits.

Teamwork. Table 4 presents the respective level of job satisfaction of management staff as to teamwork.

According to the management and staff, they were satisfied on the sense of belongingness in a team towards a common goal and there is fair performance appraisal because they play an important role towards the realization of the coop success. In addition, management staffs were satisfied that they have enough authority based on (duties and responsibilities) to make decision and that everyone in the organization were team players. They were very satisfied on the democratic control and willingness of the managers and supervisors to accept subordinates ideas about their task.

They added that they were also satisfied on the reward and recognition given to them for a job well done because they were motivated to perform their task better. This corroborates to study of Landisan (2003) that when people received rewards that are something meaningful to them, they are encouraged to perform better, thus increasing their personal worth.

The average weighted mean for all the questions under teamwork shows that they were satisfied. This result implies that management staffs work as a team and they have unity and cooperation for the development of the cooperative.



Table 4. Level of job satisfaction of employees as to teamwork

TEAMWORK	LEVEL OF JOB SATISFACTION										WEIGHTED MEAN	DESCRIPTION
	NS (1)		FS (2)		S (3)		VS (4)		HS (5)			
	F	%	F	%	F	%	F	%	F	%		
1. Sense of belongingness in a team towards a common goal	0	0	0	0	15	71.43	6	28.57	0	0	3.29	Satisfied
2. Performance appraisal is fair, thus reflects my performance	0	0	2	9.52	16	76.19	3	14.29	0	0	3.05	Satisfied
3. There is enough authority of staff(based on his duties and responsibilities) to make decision	0	0	0	0	14	66.67	7	33.33	0	0	3.33	Satisfied
4. Supervisors handles work-related issues satisfactorily	0	0	1	4.76	16	76.19	4	19.05	0	0	3.14	Satisfied
5. Individual talent is recognized	0	0	2	9.52	18	85.71	1	4.76	0	0	2.95	Satis
6. Reward and recognition for a job well done	0	0	2	9.52	12	57.14	7	33.33	0	0	3.24	Satis

Table 4. continued . . .



7. Supervisors take responsibility in shaping the attitudes and relationship within the organization	0	0	0	0	10	47.62	6	28.57	0	0	3.38	Satisfied
8. Supervisors demonstrates professionalism, firm but fair in decision making	0	0	1	4.76	16	76.19	4	19.05	0	0	3.14	Satisfied
9. Everyone in the organization are team players	0	0	5	23.81	11	52.38	5	23.81	0	0	3.00	Satisfied
10. With peers - appreciation with the way worker interact with me and vice versa	0	0	0	0	17	80.95	4	19.05	0	0	3.19	Satisfied
11. With subordinates - who is courteous, affectionate, helpful in their social and personal with superiors	0	0	2	9.52	16	76.19	3	14.29	0	0	3.05	Satisfied
12. With superiors - a presence of collegiality and friendliness.	0	0	0	0	18	85.71	2	9.52	0	0	3.10	Satisf

Table 4. continued . . .



13. The desire of everyone to achieve, to create and to innovate and peer pressure to contribute to the success of the organization	0	0	1	4.76	13	61.9	6	28.57	1	4.76	3.33	Satisfied
14. Managers and supervisors are supportive, responsive and concerned about the needs of staff	0	0	2	9.52	9	42.86	9	42.86	1	4.76	3.43	Satisfied
15. Managers and supervisors are democratic and willing to accept subordinates ideas about task	0	0	0	0	10	47.62	8	38.10	1	4.76	3.53	Very Satisfied
AVERAGE WEIGHTED MEAN											3.21	Satisfied

NS - Not Satisfied FS - Fairly Satisfied S - Satisfied VS - Very Satisfied HS - Highly Satisfied



Career development. The weighted average mean of table 5 shows that management staffs were satisfied in terms of career development.

The staff said that they were very satisfied on their job security because of the presence of benefits like mutual aid and health fund and that there is an open opportunity for them to acquire and make use of knowledge, skills and trainings. They were satisfied on the quality of training and development that they receive because these help them to improve their quality of work thus affects their professional growth and self development.

This supports the statement of Martires (1999) that workers should acquire additional capabilities for more responsibilities in their current and future positions and this could be possible through trainings with the assistance from the management. Martires added that employees at all levels have strong feelings about what they want and what they value.



Table 5. Level of job satisfaction of employees as to career development

CAREER DEVELOPMENT	LEVEL OF JOB SATISFACTION										WEIGHTED MEAN	DESCRIPTION
	NS (1)		FS (2)		S (3)		VS (4)		HS (5)			
	F	%	F	%	F	%	F	%	F	%		
1. As to job security	0	0	0	0	9	42.86	9	42.86	3	14.29	3.71	Highly Satisfied
2. As to possessing a feeling of pride in the job and being a part of a respectable institution	0	0	5	23.81	15	71.43	1	4.762	0	0	2.81	Satisfied
3. As to acquired competence for the performance of duties and responsibilities	0	0	6	28.57	12	57.14	3	14.29	0	0	2.86	Satisfied
4. As to development of career path	0	0	4	19.05	13	61.9	4	19.05	0	0	3	Satisfied
5. Opportunities for self development	0	0	6	28.57	8	38.1	7	33.33	0	0	3.05	Satisfied
6. With your professional growth	0	0	3	14.29	14	66.67	3	14.29	1	4.76	3.10	Satisfied
7. Specified training given to staff are relevant	0	0	8	38.1	8	38.1	2	9.52	3	14.29	3	Satisfied



Table 5. continued . . .

8. With the quality of training or development that you receive	0	0	4	19.05	16	76.19	1	4.76	0	0	2.86	Satisfied
9. Consideration for opportunities and challenges to achieve self-actualization and personal growth	0	0	3	14.29	10	47.62	4	19.05	1	4.76	3.17	Satisfied
10. An open opportunity to acquire and make use of knowledge, skills, trainings	0	0	1	4.76	9	42.86	10	47.62	2	9.52	3.76	Highly Satisfied
AVERAGE WEIGHTED MEAN											3.13	Satisfied

NS - Not Satisfied FS - Fairly Satisfied S - Satisfied VS - Very Satisfied HS - Highly Satisfied



Working conditions/environment. Table 6 presents the level of satisfaction of employees in terms of working conditions and environment.

Results show that management staffs were satisfied on the physical working conditions and that there is safe working environment. Most of the key informants claim that they were satisfied because they only work eight hours a day that is not stressing to them and most of the time they go home earlier. They added that most of the time if they finished their work they go home earlier beyond working hours. They were also satisfied on the facilities maintenance, information systems and buildings were conducive and satisfying to job life. Management staffs were satisfied on how the management treats everyone as a family, hands, associates and employees.

According to the respondents, they were satisfied because if problems or conflict arises from the staff, management calls an emergency meeting to look for some remedies and arrangements. These associates to the study of Martires (1999) that the first things that impress or depress any worker are the physical working conditions. Management is responsible for affording a wholesome workplace that is free from unnecessary hazards and conditions that do not constitute a risk to the physical and mental health of the employee.

The average weighted mean shows that management staffs were satisfied on the working conditions and environment. However, some of the employees claim that they were fairly satisfied due to unpleasant work environment.



Table 6. Level of job satisfaction of employees as to working conditions and environment

WORKING CONDITIONS AND ENVIRONMENT	LEVEL OF JOB SATISFACTION										WEIGHTED MEAN	DESCRIPTION
	NS (1)		FS (2)		S (3)		VS (4)		HS (5)			
	F	%	F	%	F	%	F	%	F	%		
1. Workload is reasonable	0	0	2	9.52	17	80.95	2	9.52	0	0	3	Satisfied
2. Physical working conditions are good	0	0	2	9.52	18	85.71	1	4.76	0	0	2.95	Satisfied
3. Safe working environment	0	0	0		18	85.71	3	14.29	0	0	3.14	Satisfied
4. Facilities maintenance	0	0	5	23.81	14	66.67	2	9.52	0	0	2.86	Satisfied
5. Information systems are available to perform the job	0	0	4	19.05	14	66.67	2	9.52	1	4.76	3	Satisfied
6. Job security	0	0	2	9.52	12	57.14	4	19.05	1	4.76	3.21	Satisfied
7. There is a reasonable balance between work and personal life	0	0	1	4.762	14	66.67	6	28.57	0	0	3.24	Satisfied
8. The working environment, buildings and facilities are highly conducive and satisfying	0	0	6	28.57	14	66.67	1	4.76	0	0	2.76	Satisfied



Table 6. continued . . .

9. Intergroup or interpersonal conflicts are usually dealt with in a manner that maintains good working relationships and the chances of people being hurt	0	0	4	19.05	16	76.19	1	4.76	0	0	2.86	Satisfied
10. Intergroup or interpersonal conflicts are dealt with by the personal interventions of people of high levels of authority and resolved thru discussions aimed at getting the best outcomes possible for the work issues involved	0	0	2	9.524	17	80.95	2	9.52	0	0	3	Satisfied
11. The management treats everyone												
11a. As “family” or as “friends” who like being together and who care about and support each other	0	0	3	14.29	9	42.86	7	33.33	2	9.52	3.38	Satisfied
11b. As “hands” whose time and energy are at the disposal of persons at higher levels	0	0	5	23.81	9	42.86	6	28.57	1	4.76	3.14	Satisfied



Table 6. continued . . .

11c. As “employees” whose time and energy are purchased thru a contract, with rights and obligations for both sides	0	0	4	19.05	7	33.33	7	33.33	3	14.29	3.43	Satisfied
11d. As “associates” or peers who is mutually committed to the achievements of common purpose	0	0	3	14.29	8	38.1	8	38.1	2	9.52	3.43	Satisfied
AVERAGE WEIGHTED MEAN											3.10	Satisfied
NS - Not Satisfied FS - Fairly Satisfied S - Satisfied VS - Very Satisfied HS - Highly Satisfied												



Compensation and benefits. The weighted average mean of table 7 shows that employees were purely satisfied regarding compensation and benefits.

Respondents claim that they were satisfied on the cooperative benefits, remuneration and that compensation is fair with the duties and responsibilities because. Management staffs were also satisfied on the prompt payment for overtime pay for services rendered outside official working time, on earnings and allowances are stepping stone for a much better lifetime career substantially enough for decent living, on the equal pay for equal work and on the fairness in the allocation of honorarium for extra services. The respondent said that he was satisfied because it helps increase his family income for their daily needs.

This affirms the statement of Landisan (2003) that a well-conceived, well administered salary and benefits program is important in establishing and maintaining good employee-employer relations. In setting up a salary and benefits program, there are several elements involved and important issues to consider. In recent times, providing balanced benefit programs have been getting more attention from employers and employees.

While some of the key informants said that they were fairly satisfied on the benefits and compensation that they receive because it seems that it was not enough for them as compared to other private sector.



Table 7. Level of job satisfaction of employees as to compensation and benefits

COMPENSATION AND BENEFITS	LEVEL OF JOB SATISFACTION										WEIGHTED MEAN	DESCRIPTION
	NS (1)		FS (2)		S (3)		VS (4)		HS (5)			
	F	%	F	%	F	%	F	%	F	%		
1. Remuneration	0	0	10	47.62	7	33.33	4	19.05	0	0	2.71	Satisfied
2. Cooperative benefits	0	0	8	38.1	12	57.14	1	4.76	0	0	2.67	Satisfied
3. Compensation is fair with the duties and responsibilities	0	0	2	9.52	18	85.71	1	4.76	0	0	2.95	Satisfied
4. Remuneration is competitive as compared to other private sector	0	0	9	42.86	8	38.1	4	19.05	0	0	2.76	Satisfied
5. Prompt payment for overtime pay for services rendered outside official working time	0	0	11	52.38	8	38.1	2	9.52	0	0	2.57	Satisfied
6. Timely issuance of pay	0	0	6	28.57	14	66.67	1	4.76	0	0	2.76	Satisfied
7. There is equal pay for equal work	0	0	10	47.62	9	42.86	2	9.52	0	0	2.62	Satisfied



Table 7. continued . . .

8. Earnings, compensation, and allowances are stepping stone for a much better lifetime career substantially enough for decent living	0	0	8	38.1	11	52.38	2	9.52	0	0	2.71	Satisfied
9. Fairness in the allocation of honorarium for extra services	0	0	7	33.33	9	42.86	3	14.29	0	0	2.79	Satisfied
AVERAGE WEIGHTED MEAN											2.73	Satisfied
NS - Not Satisfied FS - Fairly Satisfied S - Satisfied VS - Very Satisfied HS - Highly Satisfied												



Level of Job Satisfaction of Employees on Existing Practice

This section discusses the level of satisfaction of employees on existing practice with regards to leadership, cooperative culture, communication and management practices of the cooperative.

Leadership. Table 8 presents the level of satisfaction of employees on existing practice with regards to leadership.

The results show that management staffs were satisfied that there is adequate planning of cooperative objectives, that management does not play favorites and does not “say one thing do another”. The key informants claim that they were also satisfied on the leadership of the management because they attained some of their goals and objectives. This support the study of Flippo (1971) that, want for good leadership is driven by psychological and security needs. He added that leadership helps to assure that the organization and its job will continue to exist. Likewise, the ego demands, that one respects persons from who orders and directions are to be received.

Though the average weighted mean indicate that management staffs were satisfied and they have confidence on the leadership of the cooperative.

Cooperative culture. Table 9 shows the level of job satisfaction on existing practice with regards to cooperative culture. The weighted average mean implies that they were satisfied on the culture of the cooperative.

Management staffs were satisfied that service to members was top priority of management, that individual initiative is encouraged, that there is strong desire to achieve, to create, and to innovate and peer pressure to contribute to the success of the organization as a primary result of work motivation. Respondent’s claim that they were



Table 8. Level of job satisfaction on existing practice with regard to leadership

LEADERSHIP	LEVEL OF JOB SATISFACTION										WEIGHTED MEAN	DESCRIPTION
	NS (1)		FS (2)		S (3)		VS (4)		HS (5)			
	F	%	F	%	F	%	F	%	F	%		
1. I have confidence in the leadership of the cooperative	0	0	5	23.81	9	42.86	5	23.81	2	9.524	3.19	Satisfied
2. There is adequate planning of cooperative objectives	0	0	4	19.05	13	61.9	1	4.762	3	14.29	3.14	Satisfied
3. Management does not play favorites	0	0	8	38.1	8	38.1	4	19.05	0	0	2.80	Satisfied
4. Management does not "say one thing do another"	0	0	4	19.05	11	52.38	3	14.29	0	0	2.94	Satisfied
AVERAGE WEIGHTED MEAN											3.02	Satisfied

NS - Not Satisfied FS - Fairly Satisfied S - Satisfied VS - Very Satisfied HS - Highly Satisfied



Table 9. Level of job satisfaction on existing practice with regard to cooperative culture

COOPERATIVE CULTURE	LEVEL OF JOB SATISFACTION										WEIGHTED MEAN	DESCRIPTION
	NS (1)		FS (2)		S (3)		VS (4)		HS (5)			
	F	%	F	%	F	%	F	%	F	%		
1. Service to members as top priority of management	0	0	3	14.29	8	38.1	8	38.1	2	9.52	3.43	Satisfied
2. Individual initiative is encourage	0	0	3	14.29	11	52.38	6	28.57	0	0	3.15	Satisfied
3. Nothing keeps me from doing my best everyday	0	0	1	4.76	10	47.62	5	23.81	4	19.05	3.43	Satisfied
4. Strong desire to achieve, to create and peer pressure to contribute to the success of the organization as a primary result of work motivation	0	0	1	4.76	13	61.9	4	19.05	2	9.52	3.35	Satisfied
5. Employees are technically competent and effective, with a strong commitment, to getting the job done	0	0	2	9.52	16	76.19	2	9.52	1	4.76	3.10	Satisfied
AVERAGE WEIGHTED MEAN											3.26	Satisfied

NS - Not Satisfied FS - Fairly Satisfied S - Satisfied VS - Very Satisfied HS - Highly Satisfied



satisfied on the service of the cooperative to make service to members as a top priority because they believed that without the members the cooperative won't survive. They were also satisfied that employees were technically competent and effective, with a strong commitment, to getting the job done.

Communication. The weighted average mean of Table 10 shows that employees were satisfied with regards to communication.

They were satisfied on the adequate communication between manager and staff, on the use of consensus decision-making methods to gain acceptance and support for decisions, and on how their supervisor worked with them in identifying their strengths and development areas. Respondents claim that there were times that they often communicate with each other. This corroborates to the statements of Terry (1975) that managers and non-managers usually desire open communication, up and down the organization, acknowledgement of their ideas and reply indicating management's evaluation of suggestions.

Management practices. Table 11 shows that the management staffs were satisfied on the existing practice of the cooperative with regards to management practices.

The key informants were satisfied on the cooperative flexibility on their family responsibilities, on the leadership of management, on how employees were recognized as individual and on how employees competence are recognized and enhanced. Respondents said that there is a time balance with their job and family.



Table 10. Level of job satisfaction on existing practice with regard to communication

COMMUNICATION	LEVEL OF JOB SATISFACTION										WEIGHTED MEAN	DESCRIPTION
	NS (1)		FS (2)		S (3)		VS (4)		HS (5)			
	F	%	F	%	F	%	F	%	F	%		
1. There is adequate communication between managers and staff	0	0	4	19.05	7	33.33	8	38.10	2	9.52	3.38	Satisfied
2. The use of consensus decision-making methods to gain acceptance and support for decisions	0	0	2	9.52	8	38.10	10	47.62	1	4.76	3.48	Satisfied
3. As to how your supervisor worked with you in identifying your strengths and development areas	0	0	2	9.52	12	57.14	7	33.33	0	0	3.24	Satisfied
4. There is adequate communication between supervisors and staff	0	0	5	23.81	14	66.67	2	9.524	0	0	2.86	Satisfied
AVERAGE WEIGHTED MEAN											3.24	Satisfied

NS - Not Satisfied FS - Fairly Satisfied S - Satisfied VS - Very Satisfied HS - Highly Satisfied



Table 11. Level of job satisfaction on existing practice with regard to management practices

MANAGEMENT PRACTICES	LEVEL OF JOB SATISFACTION										WEIGHTED MEAN	DESCRIPTION
	NS (1)		FS (2)		S (3)		VS (4)		HS (5)			
	F	%	F	%	F	%	F	%	F	%		
1. Employees are recognized as individuals	0	0	2	9.52	15	71.43	4	19.05	0	0	3.10	Satisfied
2. Cooperative is flexible on family responsibilities	0	0	3	14.29	13	61.90	4	19.05	0	0	3.05	Satisfied
3. Employees competence are recognized and enhanced.	0	0	5	23.81	12	57.14	3	14.29	1	4.76	3.00	Satisfied
4. Management does not play favorites	0	0	2	9.52	13	61.90	5	23.81	0	0	3.15	Satisfied
5. Management does not “say one thing and do another”	0	0	2	9.52	14	66.67	4	19.05	0	0	3.10	Satisfied
6. Leadership of Management	0	0	4	19.05	11	52.38	3	14.29	0	0	2.94	Satisfied
AVERAGE WEIGHTED MEAN											3.05	Satisfied

NS - Not Satisfied FS - Fairly Satisfied S - Satisfied VS - Very Satisfied HS - Highly Satisfied



Level of Job Performance of Employees

This section presents the level of job performance of employees as to their role towards the success of the cooperative and the rate of their overall performance.

Role towards the success of the cooperative. Table 12 shows the employee's level of job performance as to their role towards the success of the cooperative.

The performance of staff was good as to their concern to every staff. They can be better resources in managing people as a whole. They also performed better as to their contribution to the coop's success and for ensuring that everything is in proper. The key informants claimed that they were performing better because at least they contributed a portion of the cooperatives' success. They added that although they were concern to their co-employee, they were also concerned with the development of their cooperative.

Overall job performance. Table 13 presents the respective level of performance of management staff on the overall performance. The average weighted mean of employee's shows that their level of job satisfaction were good.

The result implicate that their sensitivity to other staff members related to work, fairness in dealing with other staff members confronted in conflicting situations, self confidence, acceptance of tasks even its difficult, acceptance of suggestions, opinion of others and implements it whenever the need arises, ability to cope with problems maturely and effectively, and to their capacity to submit reports on time were satisfactory or good. This supports the statement of Lopez (1985) that the higher the level of job performance, the more effective an individual in performing his/her job.



Table 12. Respondents' level of job performance as to their role towards the success of the cooperative

ROLE TOWARDS THE SUCCESS OF THE COOPERATIVE	LEVEL OF JOB PERFORMANCE										WEIGHTED MEAN	DESCRIPTION
	DS (1)		P (2)		G (3)		VG (4)		E(5)			
	F	%	F	%	F	%	F	%	F	%		
1. Ensuring that everything is in proper procedures	0	0	4	19.05	13	61.90	3	14.29	1	4.76	3.05	Good
2. Your area of concern was grooming to every staff so they can become better resources	0	0	7	33.33	13	61.90	1	4.76	0	0	2.71	Good
3. Your area of concern was managing people as a whole	0	0	6	28.57	11	52.38	4	19.05	0	0	2.90	Good
4. You contributed at least a portion of the coop's success	0	0	4	19.05	12	57.14	3	14.29	0	0	2.95	Good
AVERAGE WEIGHTED MEAN											2.90	Good
DS - Dissatisfactory	P - Poor		G - Good		VG – Very Good		E – Excellence					



Table 13. Respondents' level of job performance as to their overall performance

OVERALL JOB PERFORMANCE	LEVEL OF JOB PERFORMANCE										WIEGHTED MEAN	DESCRIPTION
	DS (1)		P (2)		G (3)		VG (4)		E(5)			
	F	%	F	%	F	%	F	%	F	%		
1. You are sensitive to other staff members related to work	0	0	6	28.57	13	61.9	2	9.52	0	0	2.81	Good
2. You are fair in dealing with other staff members confronted in conflicting situations.	0	0	5	23.81	15	71.43	1	4.76	0	0	2.81	Good
3. You are always on time in submitting reports	0	0	7	33.33	10	47.62	0	0	0	0	2.59	Good
4. You are open to the opinion of others	0	0	5	23.81	11	52.38	2	9.52	0	0	2.83	Good
5. You openly accept suggestions and implements the whenever the need arises	0	0	4	19.05	13	61.90	3	14.29	0	0	2.95	Good
6. You are a team player	0	0	7	33.33	13	61.90	1	4.76	0	0	2.71	Good



Table 13. continued . . .

7. You are committed to the cooperative, its people and its purposes	0	0	4	19.05	15	71.43	3	14.29	0	0	3.10	Good
8. You have self confidence	0	0	3	14.29	13	61.90	5	23.81	0	0	3.10	Good
9. You can cope with problems maturely and effectively	0	0	5	23.81	11	52.38	4	19.05	1	4.762	3.05	Good
10. You accept tasks even it is difficult	0	0	4	19.05	10	47.62	3	14.29	0	0	2.94	Good
11. You play an important role towards the realization of the coop's success	0	0	1	4.76	12	57.14	6	28.57	0	0	3.26	Good
AVERAGE WEIGHTED MEAN											3.09	Good
DS - Dissatisfactory	P - Poor			G - Good			VG – Very Good			E – Excellence		



Correlation Between the Level of Job Satisfaction and Job Performance

Table 14 presents the correlation between job satisfaction and performance of employees of active cooperatives in Buguias, Benguet.

The null hypothesis was rejected at 5%; therefore, we may accept the assumption that job satisfaction and job performance is moderately correlated (0.6331). There is a high significant difference between job satisfaction and job performance because the computed value (0.0021) is lesser than 0.05. Thus, if employees were satisfied with their job, they performed well, and if their performance was good, they were satisfied with their job.

This affirms the study of Lopez (1985) that the higher or stronger the regard for work of an employee, the higher is the level of his/her job satisfaction and the higher the level of job performance, the more effective an individual in performing his/her job. In other words, high level of job performance is the result of high level of job satisfaction as shown by his/her work values.

This also supports the statement of Davis *et al.* (1989) that when employees are dissatisfied with their jobs, and the feelings are not strong and persistent, they are more likely to be tardy or absent, lessen the productivity level, steal from the organization, or quit.

Spearman Correlation Coefficient (ρ)

Number of respondents = 21

Spearman's ρ = 0.6331

Test of H_0 : Job performance and job satisfaction are uncorrelated.

H_a : Job satisfaction and job performance are correlated.

Probability $> /t/ = 0.0021$ ** highly significant

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS



Summary

The study covered seven operating cooperatives in the municipality of Buguias, Benguet. The representatives of the seven cooperative were composed of seven (7) managers, six (6) bookkeepers, five (5) treasurers, two (2) loan officers and one (1) teller with a total of 21 respondents. This study aimed to determine the level of job satisfaction of employees along the following components; teamwork, career development, working conditions, and compensation and benefits, to determine the level of job satisfaction of employees on existing practice with regards to leadership, cooperative culture, communication and management practices, to determine the level of job performance of employees as to their role towards the success of the cooperative and their overall performance, and to determine the level of relationship of job satisfaction and job performance.

Survey questionnaire were used, after which the data were tabulated, categorized and were analyzed. Statistical tools such as frequency table, percentage distribution, weighted and spearman correlation coefficient were used to further analyze the data.

The respondents' aged 26 to 55. There were more female than male respondents and most of them were married. Majority of the employees were employed in the cooperative for 4-9 years and did not attend formal education.

The employees of the primary cooperatives were satisfied with their jobs; they were satisfied or contented in their work with regards to teamwork, career development, working conditions, compensation and benefits; on the existing practice of the cooperative with regards to leadership, cooperative culture, communication, and management practices.



Most of the key informants claim that they were satisfied with their job because at this time, they find it hard to seek for other jobs to support their family and to sustain their daily needs. While other employees say that it was because they feel that they were being helped together with their family in terms of their job. They also added that they were satisfied because they love their work and they were happy to be helped and to be of help to others. The employees' levels of job performance were good in terms of their role towards the success of the cooperative and for their overall job performance. They have good performance because they were satisfied on their job.

With regards to the relationship of employee's level of job satisfaction between job performances, it was found out that there is a high significant difference between job satisfaction and job performance and they are moderately correlated. Thus, if the level of job satisfaction increases the level of job performance also increases. On the other hand, if the level of job performance increases, the level of job satisfaction would also increase.

Conclusions

Based on the findings, the following conclusions were drawn:

1. The employees were employed to the cooperative without formal education.
2. Generally, the employees were satisfied with their job. Most of the employees were happy with their job because they love their work.
3. The employees perform well for the success of the cooperative because they were satisfied with their remuneration and job benefits.
4. The employees' level of job satisfaction increases when their job performance increases.

Recommendations



Based on the findings and conclusions, the following recommendations were forwarded:

1. The cooperative should consider the components used by the researcher in assessing their employees' job satisfaction and for the employees' job performance.
2. The benefits given by the cooperatives should be maintained or even made better for the employees job satisfaction and to improve their job performance
3. A similar study should be conducted in other cooperatives to further assess their job satisfaction and job performance and to verify if there is a significant relationship between job satisfaction and job performance of employees.



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