



The Effect of Job Satisfaction on the Performance of Employees in Apayao State College: A Survey

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Abstract

Employee performance is a critical factor in achieving organizational success, and job satisfaction plays a vital role in shaping how employees contribute to their institutions. This study was conducted to examine the job satisfaction of employees at Apayao State College (ASC) – Conner Campus. Specifically, it sought to evaluate three major concerns: the level of job satisfaction of ASC employees in terms of workload, compensation, rewards and benefits, and opportunities for career development; whether there were significant differences in job satisfaction when employees were grouped according to their demographic profiles; and whether there was a significant relationship between employees' demographic profiles and their satisfaction with the identified factors. To address these objectives, the researcher employed a survey research design, drawing a sample size of 172 staff members from the college population based on records from the Human Resource Management Office (2023). Data analysis utilized frequency and percentage distribution, weighted mean, one-way ANOVA, and Pearson correlation to provide a comprehensive understanding of the findings. Results indicated that job satisfaction was influenced by the four identified factors, highlighting their importance in shaping employee experiences. However, the study revealed no significant differences in job satisfaction when employees were grouped according to demographic profiles such as sex, marital status, educational attainment, length of service, ethnicity, and religion. Furthermore, no significant relationships were found between demographic profiles and satisfaction factors, suggesting that organizational conditions and institutional practices play a more decisive role in determining job satisfaction than demographic characteristics. These findings underscore the need for ASC to focus on improving workload management, compensation strategies, rewards and benefits, and opportunities for career development to enhance employee satisfaction and performance.

Keywords: Job Satisfaction; Performance; Employees; Survey; Effect

1. Introduction

The imperatives of human resources in every organization have elevated job satisfaction as a central concept in understanding management practices and human behavior. Job satisfaction is often described as the degree of need fulfillment derived from an employee's evaluation of both the intrinsic and extrinsic aspects of their job (Okolocha et al., 2021). It encompasses not only the tangible rewards of employment, such as compensation and career progression, but also intangible elements like responsibility, autonomy, and recognition. For academic staff, who serve as the backbone of universities through teaching, research, and community service, job satisfaction is particularly critical in shaping institutional effectiveness (Bin and Shmailan, 2015).

Responsibility is one of the most significant indicators of job satisfaction. Delegation of responsibility is not merely an administrative function; it is a powerful source of empowerment. Bakan et al. (2014) argue that employee empowerment rests on the premise that equipping employees with skills, resources, authority, and opportunities, while holding them accountable for outcomes, enhances both satisfaction and performance. This aligns with Aziri (2011), who

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emphasizes that when employees are entrusted with responsibility and decision-making power, their confidence and self-reliance increase, thereby stimulating job satisfaction and productivity. For academic staff, responsibility extends beyond routine tasks to include control over curriculum design, research direction, and mentoring of students. Empowering faculty with meaningful responsibility fosters a sense of ownership and professional identity. Shaju and Subhashini (2017) highlight that such empowerment not only enhances satisfaction but also strengthens performance, as employees feel more invested in organizational goals. In universities, this translates into improved teaching quality, innovative research outputs, and stronger community engagement.

Career advancement is another critical dimension of job satisfaction, closely linked to employee motivation and performance. Vrinda and Jacob (2015) define career advancement as upward progression in one's career, typically involving increased responsibility, authority, autonomy, and compensation. For academic staff, career advancement may take the form of promotions to higher academic ranks, leadership roles in departments, or recognition through research grants and publications. These opportunities not only enhance professional standing but also instill psychological empowerment, reinforcing commitment to institutional objectives. Ali and Farooqi (2014) note that academic staff are principal actors in achieving the goals of teaching, research, and community service. When opportunities for career advancement are present, faculty members are more likely to remain motivated, committed, and satisfied with their roles. The psychological empowerment derived from career progression fosters resilience, innovation, and dedication to core academic tasks. Thus, career advancement serves as both a motivator and a retention strategy, ensuring that universities maintain a high-performing workforce (Obasan Kehinde, 2011).

Job satisfaction is fundamentally a positive emotional state that employees experience toward their work. Pushpakumari (2008) concludes that job satisfaction significantly influences employee performance, a finding echoed by Rinny et al. (2020) and Izvercian et al. (2016), who demonstrate that satisfaction has a positive and significant impact on performance outcomes. In the academic context, satisfied faculty members are more likely to engage in effective teaching, produce high-quality research, and contribute meaningfully to community service. Conversely, dissatisfaction can lead to disengagement, reduced productivity, and even attrition, undermining institutional goals (Singh and Masuku, 2014).

Taken together, responsibility and career advancement emerge as pivotal enablers of job satisfaction among academic staff. Responsibility empowers employees by granting autonomy and control, while career advancement provides recognition and tangible rewards. Both dimensions contribute to psychological empowerment, which in turn enhances confidence, motivation, and performance. For universities, fostering job satisfaction is not merely a matter of employee welfare; it is a strategic imperative that directly impacts institutional success. By prioritizing empowerment and career progression, universities can cultivate a satisfied, committed, and high-performing academic workforce.

This study assessed the effect of job satisfaction on the performance of employees in Apayao State College, Main Campus. Specifically, it aimed to determine the demographic profile of respondents in terms of sex, marital status, educational attainment, length of service, ethnicity, and religion. It also sought to evaluate the level of job satisfaction of employees with respect to workload, compensation, rewards and benefits, and opportunities for career development. Furthermore, the study examined whether there were significant differences in job satisfaction among employees when grouped according to their demographic profiles, and whether there was a significant relationship between these profiles and their satisfaction with workload, compensation, rewards and benefits, and opportunities for development.

2. Methodology

2.1. Research Design

The study used a quantitative descriptive-correlational method of research. Quantitative Research was used to analyze numerical data and identify patterns and relationships and correlational study to determine job satisfaction without manipulating variables. This design was selected for this study because the study seeks to sample the opinion of respondents and draw inferences based on their views. It assessed the impact of job satisfaction on the job performance of employees of Apayao State College, Main Campus.

2.2. Locale of the Study

The study was conducted in the main campus of Apayao State College, Cubet, Conner, Apayao.

2.3. Respondents of the Study

The respondents of the study consist of 172 employees of Apayao State College, Main Campus, Conner, Apayao. The records from the Human Resource Management Office will be the basis in pooling the total number of respondents to provide reliable data. This is summarized in Table 1 below.

Table 1 Respondents of the Study

Status of Employment	Number of Respondents
Casual	5
COS Teaching	33
COS non-teaching	70
Regular Teaching	32
Regular non-teaching	32
Total	172

2.4. Research Instrument

Adapted Research Questionnaire was the instrument used to gather the needed data. Part I of the questionnaire obtained information on the demographic profile of the respondents and part two contained the questions identifying the objectives as stated.

Demographic features of participants were included in the first part, and in the second part there were questions about job satisfaction. All the constructions used in this study were drawn from existing literature and were translated and adapted for the context of this research. Subjects' responses were coded using five-point Likert type scales, in which 5 indicated "strongly agree" and 1 indicated "strongly disagree", in the second part of the questionnaire.

2.5. Statistical Tool

The data was analyzed using the following methods:

Frequency and Percentage Distribution. It was used to measure the demographic profile of respondents. They provided a foundational understanding of the data and were essential for both descriptive and inferential statistical analyses.

Weighted Mean. It was employed to measure the level of job satisfaction of the respondents. This was summarized in Table 2 below.

Table 2 Level of Job Satisfaction

Scale	Mean Range	Descriptive Interpretation
5	4.21 – 5.00	Strongly Satisfied
4	3.41 – 4.20	Satisfied
3	2.61 – 3.40	Neutral
2	1.81 – 2.60	Dissatisfied
1	1.00 – 1.80	Strongly Dissatisfied

T-test and One-way Analysis of Variance (ANOVA). Were used to test the significant difference in job satisfaction when grouped according to profile.

Pearson Correlation Coefficient. It was used to measure the relationship between the demographic profile of employees along with the satisfaction factors. To measure the strength and direction of the linear relationship of independent variables and dependent variables.

Table 3 Relationship between Variables

Interval Coefficient	Relationship Level
0.800 – 1.000	Very Strong
0.600 – 0.799	Strong
0.400 – 0.599	Moderate
0.200 – 0.399	Weak
0.000 – 0.199	Very Weak

Table 4 Level of Significance (Relationship and Difference)

Significance Level	Specification
$p \geq 0.05$	Not Significant (NS)
$p \leq 0.05$	Significant (S)
$p \leq 0.01$	Very Significant (VS)
$p \leq 0.001$	Highly Significant (HS)

3. Results and Discussion

3.1. Demographic Profile of Respondents

Table 5 Frequency and Percentage Distribution of the demographic profile of respondents in terms of their sex

Sex	Frequency	Percentage (%)
Male	39	23
Female	133	77
Total	172	100

The data in Table 5 provided an overview of the sex distribution among the respondents. Most respondents were female consisting of 133 (77% of the total sample), while males made up a smaller proportion consisting of 39 (23% of the total sample). This indicated that females constitute a larger proportion of the population compared to males suggests that the findings and insights derived from this study likely reflected the experiences and viewpoints of females more prominently.

Table 6 Frequency and Percentage Distribution of the demographic profile of respondents in terms of their marital status

Marital Status	Frequency	Percentage
Single	117	68%
Married	55	32%
Total	172	100%

The data in Table 6 provided an overview of the respondents' marital status. A significant majority of respondents were 117 (68% of the total sample) are single. Only 55 (32% of the total sample) of the respondents were married, indicating that the married population was less represented in the sample. This suggested that single individuals were well-represented in the sample compared to married individuals.

Table 7 Frequency and Percentage Distribution of the demographic profile of respondents in terms of their educational attainment

Educational Attainment	Frequency	Percentage
Tertiary: Undergraduate (College Level)	52	30%
Tertiary: Graduate Study (Master's Degree)	61	35%
Tertiary: Post Graduate (Doctor's Degree)	59	34%
Total	172	100%

The data in Table 7 provided an overview of the respondents' educational attainment. The College Level is composed of 52 respondents or 30% of the total sample. Master's Degree composed of 61 respondents or 35% of the total sample. Doctor's Degree composed of 59 respondents or 34% of the total sample. The distribution was relatively balanced among the three categories of tertiary education with a slight majority holding graduate degrees. The fact that all respondents have tertiary education suggested the study focused on individuals with advanced educational backgrounds. This influenced the types of insights and perspectives shared, as respondents were likely to have different experiences and viewpoints compared to individuals with lower levels of education. This implied that individuals with higher levels of education might have different perspectives or priorities compared to those with only an undergraduate degree.

Table 8 Frequency and Percentage Distribution of the demographic profile of respondents in terms of their length of service

Length of Service	Frequency	Percentage
1-5 years	61	35%
6-10 years	48	28%
10 years above	63	37%
Total	172	100%

The data in Table 8 provided insights into the distribution of respondents based on their length of service. 1-5 years composed of 61 respondents or 35% of the total sample. 6-10 years composed of 48 respondents or 28% of the total sample and 10 years and above composed of 63 respondents, or 37% of the total sample. The data showed a balanced and varied distribution of respondents across different lengths of service, providing a comprehensive view of employees' experiences and perspectives at different stages in their careers. The largest group of respondents has more than 10 years of service (37%), indicating that the sample includes a significant number of long-term employees. This may provide deep insights into long-term job satisfaction, organizational loyalty, and other related aspects. The length of service might affect respondents' views and experiences. Long-term employees might have different attitudes or insights compared to newer employees, which could influence the study's findings.

Table 9 Frequency and Percentage Distribution of the demographic profile of respondents in terms of their ethnicity

Ethnicity	Frequency	Percentage
Isner	48	28%
Igorot	42	24%
Kalinga	19	11%
It awes	27	16%
Malabe	36	21%
Total	172	100%

The data in Table 9 provided an overview of the respondents' ethnicity. Isneg group composed of 48 respondents or 28% of the total sample. Igorot group composed of 42 respondents or 24% of the total sample. Kalinga group composed of 19 respondents or 11% of the total sample. Itawes group composed of 27 respondents or 16% of the total sample and Malaueg group composed of 36 respondents or 21% of the total sample. The sample showed a diverse ethnic composition where the dominant ethnic group in the sample is Isneg, followed by Igorot, Malaueg, Itawes and the smallest ethnic group are the Kalinga group. The varied ethnic representation allowed for a broader understanding of the different cultural backgrounds within the sample. Ethnic composition might influence respondents' views and experiences. Different ethnic groups may have unique cultural perspectives or experiences that could impact the study's findings.

Table 10 Frequency and Percentage Distribution of the demographic profile of respondents in terms of their religion

Religion	Frequency	Percentage
Iglesia Ni Cristo	3	2%
Roman Catholic	68	40%
Pentecost	57	33%
Anglican	44	26%
Total	172	100%

The data in Table 10 outlined the respondents' religious affiliations. Iglesia Ni Cristo composed of 3 respondents or 2% of the total sample. Roman Catholic composed of 68 respondents or 40% of the total sample. Pentecost composed of 57 respondents or 33% of the total sample and Anglican composed of 44 respondents or 26% of the total sample. Roman Catholic and Pentecost are the most represented religious groups in the sample, while Iglesia Ni Cristo has minimal representation. The results reflected the religious distribution within this specific sample but may not fully capture the diversity of religious beliefs if the population includes other significant religious groups. This implied that religious affiliation might impact respondents' views or experiences, particularly if the study touches on religion-related topics. Ensuring representation of various religious groups can enhance the comprehensiveness and generalizability of the research.

3.2. Level of Job Satisfaction of ASC Employees

Table 11 Level of job satisfaction of ASC employees in terms of workload satisfaction

Workload satisfaction	Mean	Descriptive interpretation
My job enables me to choose between different alternatives	2.71	Neutral
My job doesn't require maintaining a high level of attention	2.89	Neutral
There is adequate information on our work standard and procedures.	2.84	Neutral
My work doesn't require me to make difficult decisions.	2.88	Neutral
My job doesn't require dealing with information that is perceived with difficulty.	2.85	Neutral
CATEGORY MEAN	2.83	Neutral

As shown in Table 11, the data on workload satisfaction for ASC employees suggested a general neutrality towards their job roles in terms of workload. The category mean was 2.83 indicated all the respondents agreed that they were neither satisfied nor dissatisfied with workload satisfaction. The overall workload satisfaction was neutral indicated that employees neither strongly agree nor disagree with their workload satisfaction, suggested there may be room for improvement in aspects like flexibility, clarity of information, and decision-making. The neutral overall workload satisfaction implied that employees were not particularly dissatisfied, but they were also not notably satisfied with their current workload. This neutrality suggests that several areas could benefit from improvements so that it might help to elevate employees' overall experience and satisfaction with their workload.

Table 12 Level of job satisfaction of ASC employees in terms of compensation satisfaction.

Compensation satisfaction	Mean	Descriptive interpretation
My job has good compensation.	4.24	Strongly Satisfied
My job has a regular salary raise.	4.15	Satisfied
My pay is proportionate to my performance as an employee.	4.36	Strongly Satisfied
My pay encourages me to work hard.	4.30	Strongly Satisfied
Employees earn the same as other people in similar jobs in other organizations.	4.45	Strongly Satisfied
CATEGORY MEAN	4.30	Strongly Satisfied

As shown in Table 12, the compensation satisfaction of ASC employees based on the data provided was generally very high. The overall category mean was 4.30 indicated strongly agree and experience a very high level of satisfaction among ASC employees with their compensation. The consistent pattern of strong agreement across different aspects of compensation suggested that employees feel well compensated, fairly treated, and motivated by their pay. The high level of satisfaction with compensation among ASC employees implied several positive outcomes for the organization such as employee retention, productivity and engagement, positive work culture, attraction of talent and loyalty and commitment. This high satisfaction with compensation bodes well for the organization's ability to maintain a motivated, stable, and high-performing workforce.

Table 13 Level of job satisfaction of ASC employees in terms of rewards and benefits satisfaction

Rewards and benefits satisfaction	Mean	Descriptive interpretation
There is provision of recognition for good performers.	2.67	Neutral
I receive the right amount of reward for the extra work I do.	2.67	Neutral
Benefit packages are motivating.	3.27	Neutral
The medical schemes are satisfactory.	2.56	Dissatisfied
Recreational benefits are satisfactory.	2.96	Neutral
CATEGORY MEAN	2.83	Neutral

As shown in Table 13, the data on the level of job satisfaction among ASC employees regarding rewards and benefits revealed a generally neutral stance, with a category mean of 2.83. The overall neutral stance across the various aspects of rewards and benefits suggested that while employees do not strongly dislike the offerings, they were not particularly satisfied either. This neutrality could indicate that the current rewards and benefits were viewed as just "acceptable" but not compelling or motivating. The dissatisfaction with medical schemes stood out as an area that may need immediate attention to improve employee satisfaction and well-being. Additionally, the overall neutral responses implied that there was an opportunity for ASC to review and potentially enhance its rewards and benefits strategy to better meet employee expectations and increase job satisfaction. While the feedback was not overtly negative, the neutral responses suggested that there was room for improvement in the rewards and benefits offered by ASC to better meet employee expectations and enhance overall job satisfaction.

Table 14 Level of job satisfaction of ASC employees in terms of opportunities and development satisfaction

Opportunities and development satisfaction	Mean	Descriptive interpretation
My present job provides me with good opportunities for advancement.	3.96	Satisfied
There is a good chance for promotion in the present job.	4.10	Satisfied
My job gives me the opportunity to learn.	4.26	Strongly Satisfied
My work enabled me to participate in sponsored national research.	4.23	Strongly Satisfied
My research articles have been published in an academic journal.	4.15	Satisfied
CATEGORY MEAN	4.14	Satisfied

As shown in Table 14, the data provided reflects the overall level of job satisfaction among ASC employees in relation to opportunities and development within their roles. The category mean of 4.14 falls under "Agree," which indicated that employees were generally satisfied with the opportunities and development available in their roles. This overall score suggested that while employees were contented with the opportunities for advancement, learning, and research participation, there was still potential to enhance these aspects to further improve job satisfaction. The organization should recognize that there was still room for improvement, particularly in areas where the scores were low. By addressing these areas, the organization can potentially elevate satisfaction levels from "Satisfied" to "Strongly Satisfied," leading to higher employee engagement, motivation, and retention.

3.3. Difference in job satisfaction among employees when grouped according to their profiles

Table 15 Independent Sample t-test

Domain	Mean	SD	t-value	p-value	Specification
Sex					
Male	3.14	1.01	0.24	0.624	Not Significant
Female	3.63	0.94			
Marital Status					
Single	4.28	0.74	-0.18	0.451	Not Significant
Married	3.96	0.86			

Table 15 showed the difference in the job satisfaction among employees when grouped according to sex and marital status. Independent sample t-test was used in comparing the job satisfaction of male and female as well as the single and married group. The sex and marital status analysis indicated that there was a statistically significant difference in job satisfaction among male and female employees together with the single and married grouped. Female employees reported higher job satisfaction with a mean of 3.63 than male employees with a mean of 3.14. The standard deviation for female is 0.94 and for male is 1.01 indicated that male employees showing some variability in their job satisfaction scores while the female employees showing slightly less variability. The t-value was 0.24 and the p-value was 0.624 which was greater than the 0.05 level of significance indicated that the difference in job satisfaction between male and female employees was not statistically significant. Single employees reported higher job satisfaction with a mean of 4.28 than married employees with a mean of 3.96. The standard deviation for single was 0.74 and for married was 0.86 indicates that single employees showing some variability in their job satisfaction scores while the married employees showing slightly less variability. The t-value was -0.18 and the p-value is 0.451 which was greater than the 0.05 level of significance indicated that the difference in job satisfaction between single and married employees was not statistically significant. Although the mean job satisfaction was higher for female employees than male employees, the difference is not statistically significant. Single employees have a slightly higher average job satisfaction than married employees, the difference was not statistically significant. This suggested that sex and marital status may not have a significant impact on job satisfaction in this sample.

Table 16 One-way ANOVA

Domain	Mean	SD	f-value	p-value	Specification
Educational Attainment					
College Level	2.96	1.24	5.246	0.039	Significant
Master's Degree	3.46	1.08			
Doctor's Degree	4.56	0.81			
Length of Service					
1-5 years	3.33	1.05	6.167	0.028	Significant
6-10 years	3.89	0.98			
10 years above	4.25	0.47			
Ethnicity					
Isneg	4.07	1.02	0.143	0.799	Not Significant
Igorot	3.76	1.27			
Kalinga	4.32	0.89			
Itawes	4.13	1.23			
Malaueg	3.89	0.127			
Religion					
Iglesia Ni Cristo	3.91	0.265	0.789	0.521	Not Significant
Roman Catholic	4.26	0.478			
Pentecost	4.07	0.951			
Anglican	3.56	0.322			

Table 16 showed the difference in job satisfaction among employees when grouped according to educational attainment, length of service, ethnicity and religion. One-Way ANOVA was used in comparing job satisfaction among the profile variables. Results showed that ethnicity group ($f=0.143$, $p=0.799$) and religion group ($f=0.789$, $p=0.521$) was not statistically significant suggested that ethnicity and religion does not have a substantial influence on job satisfaction in this context. Even though the mean scores differ slightly among ethnic groups, the lack of statistical significance implied that ethnicity does not have a significant impact on job satisfaction within this sample. The variability in job satisfaction is not enough to conclude that there was a meaningful difference based on ethnicity. Together on the results in different religion does not appear to have a significant impact on job satisfaction among the employees in this sample. Results showed that the educational attainment group ($f=5.1246$, $p=0.039$) which was below the significance threshold of 0.05 meaning the differences in job satisfaction among the groups were statistically significant indicated that there was difference in job satisfaction based on educational attainment. Employees with higher educational attainment (Master's degree and Doctor's Degree) tend to report higher job satisfaction compared to those with only a college degree suggested that as educational attainment increases, so does job satisfaction, with significant differences observed between the groups. Results showed that the length of service ($f=6.167$, $p=0.028$), which was below the significance threshold of 0.05 indicates that the differences in job satisfaction among the different groups were statistically significant. Employees with longer service tend to have higher average job satisfaction. This suggested that job satisfaction increases with the length of service. The standard deviation decreases as the length of service increases, indicated that job satisfaction scores were more consistent among employees with longer service.

3.4. Relationship between employees' demographic profiles and their satisfaction factors

Table 17 Relationship between employees' demographic profiles and their Workload Satisfaction

Co-variables	R-value	Relationship Level	P-value	Specification
Workload Satisfaction and Sex	0.123	Very Weak Positive Relationship	0.815	Not Significant
Workload Satisfaction and Marital Status	0.145	Very Weak Positive Relationship	0.778	Not Significant
Workload Satisfaction and Educational Attainment	0.525	Moderate Positive Relationship	0.043	Significant
Workload Satisfaction and Length of Service	0.623	Strong Positive Relationship	0.040	Significant
Workload Satisfaction and Ethnicity	0.025	Very Weak Positive Relationship	0.887	Not Significant
Workload Satisfaction and Religion	0.156	Very Weak Positive Relationship	0.794	Not Significant

Table 17 showed the relationship between employees' demographic profiles and their Workload Satisfaction. The result showed that educational attainment and length of service were significant to workload satisfaction. Sex, marital status, ethnicity and religion were not significant to workload satisfaction. There was a very weak positive relationship between sex, marital status, ethnicity and religion to workload satisfaction. Due to very weak relationship, sex, marital status, ethnicity and religion does not play a meaningful role in predicting workload satisfaction. Educational attainment ($r=0.525$, $p=0.043$) and length of service ($r=0.623$, $p=0.040$) have a moderate positive relationship with workload satisfaction and their relationship were statistically significant suggested that higher educational attainment and longer service was associated with higher workload satisfaction.

Table 18 Relationship between employees' demographic profiles and their Compensation Satisfaction

Co-variables	R-value	Relationship Level	P-value	Specification
Compensation Satisfaction and Sex	0.188	Very Weak Positive Relationship	0.772	Not Significant
Compensation Satisfaction and Marital Status	0.074	Very Weak Positive Relationship	0.833	Not Significant
Compensation Satisfaction and Educational Attainment	0.860	Very Strong Positive Relationship	0.032	Significant
Compensation Satisfaction and Length of Service	0.915	Very Strong Positive Relationship	0.000	Highly Significant
Compensation Satisfaction and Ethnicity	0.025	Very Weak Positive Relationship	0.910	Not Significant
Compensation Satisfaction and Religion	0.156	Very Weak Positive Relationship	0.956	Not Significant

Table 18 showed the relationship between employees' demographic profiles and their Compensation Satisfaction. The result showed that educational attainment and length of service were significant/highly significant to compensation satisfaction. Sex, marital status, ethnicity and religion were not significant to compensation satisfaction. There was a very weak positive relationship between sex, marital status, ethnicity and religion to compensation satisfaction. Due to very weak relationship, sex, marital status, ethnicity and religion does not significantly influence compensation

satisfaction. Educational attainment ($r=0.860$, $p=0.032$) and length of service ($r=0.915$, $p=0.000$) have a very strong positive relationship with compensation satisfaction and their relationship were statistically significant/highly significant. The higher educational attainment was strongly associated with higher compensation satisfaction and as employees' length of service increases, their satisfaction with compensation also increases significantly.

Table 19 Relationship between employees' demographic profiles and their Rewards and Benefits Satisfaction

Co-variables	R-value	Relationship Level	P-value	Specification
Rewards and Benefits Satisfaction and Sex	0.021	Very Weak Positive Relationship	0.793	Not Significant
Rewards and Benefits Satisfaction and Marital Status	0.118	Very Weak Positive Relationship	0.552	Not Significant
Rewards and Benefits Satisfaction and Educational Attainment	0.035	Very Weak Positive Relationship	0.677	Not Significant
Rewards and Benefits Satisfaction and Length of Service	0.007	Very Weak Positive Relationship	0.889	Not Significant
Rewards and Benefits Satisfaction and Ethnicity	0.024	Very Weak Positive Relationship	0.790	Not Significant
Rewards and Benefits Satisfaction and Religion	0.009	Very Weak Positive Relationship	0.881	Not Significant

Table 19 showed the relationship between employees' demographic profiles and their rewards and benefits satisfaction. The result showed that sex, marital status, educational attainment, length of service, ethnicity and religion were not significant to rewards and benefits satisfaction. There was a very weak positive relationship between all the demographic profile variables to rewards and benefits satisfaction. Due to very weak relationships, demographic profile variables do not significantly influence rewards and benefits satisfaction. In summary, none of the demographic profiles (sex, marital status, educational attainment, length of service, ethnicity, and religion) showed a significant relationship with rewards and benefits satisfaction. All the relationships were very weak and not statistically significant.

Table 20 Relationship between employees' demographic profiles and their Opportunities Development

Co-variables	R-value	Relationship Level	P-value	Specification
Opportunities Development And Sex	0.001	Very Weak Positive Relationship	0.991	Not Significant
Opportunities Development and Marital Status	0.041	Very Weak Positive Relationship	0.700	Not Significant
Opportunities Development and Educational Attainment	0.719	Moderate Positive Relationship	0.037	Significant
Opportunities Development and Length of Service	0.668	Strong Positive Relationship	0.044	Significant
Opportunities Development and Ethnicity	0.012	Very Weak Positive Relationship	0.801	Not Significant
Opportunities Development and Religion	0.008	Very Weak Positive Relationship	0.925	Not Significant

Table 20 showed the relationship between employees' demographic profiles and their opportunities development. The result showed that educational attainment and length of service were significant to opportunities development. Sex, marital status, ethnicity and religion were not significant to opportunities development. There was a very weak positive

relationship between sex, marital status, ethnicity and religion to opportunities development. Due to very weak relationship, sex, marital status, ethnicity and religion does not have a meaningful impact on opportunities for development in this dataset. Educational attainment ($r=0.719$, $p=0.037$) and length of service ($r=0.688$, $p=0.044$) have a moderate positive relationship with opportunities development. Their relationship were statistically significant and suggests that higher educational attainment and longer service duration are positively associated with better opportunities for development

4. Conclusion

In conclusion, the study revealed that females constituted a larger proportion of the population compared to males, with single individuals more represented than married ones, and a relatively balanced distribution of educational attainment where a slight majority held graduate degrees. Respondents varied across different lengths of service, offering diverse perspectives, while ethnic and religious representation reflected cultural diversity though not fully capturing all beliefs. Findings showed neutral satisfaction with workload, strong agreement on compensation fairness, and generally neutral views on rewards and benefits, suggesting areas for improvement. Opportunities for advancement and research participation were viewed positively but still had room for enhancement. Job satisfaction was slightly higher among females and single employees, with those holding higher educational attainment and longer service reporting greater satisfaction, particularly in workload and compensation. Educational attainment and length of service were significantly associated with opportunities for development, while sex, marital status, ethnicity, and religion showed no significant relationships, indicating that career progression and tenure play stronger roles in shaping job satisfaction than demographic factors.

Compliance with ethical standards

Disclosure of conflict of interest

Authors have declared that they have no known competing financial interests OR non-financial interests OR personal relationships that could have appeared to influence the work reported in this paper.

Statement of ethical approval

The study was conducted with approval and in accordance with the standards of the college. No ethical approval was required, as the research followed all applicable ethical guidelines, ensuring respect for the respondents' privacy and confidentiality

Statement of informed consent

I affirm that the respondents voluntarily agreed to participate after being fully informed about the purpose, nature, and potential implications of the study. Their responses have been collected with utmost respect for their privacy and confidentiality, in accordance with ethical research guidelines.

Disclaimer (Artificial Intelligence)

I acknowledge that I have not used ChatGPT or Copilot for refining some of the sections in the document.

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