The Influence of General Management Practices on Employees' Satisfaction of an Employment Agency in Alabang, Philippines

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ABSTRACT

Managing a company is a complex activity, and effective managers face many challenges from within and outside the organization. Management helps company to achieve its goals effectively and efficiently through planning, organizing, leading, and controlling. Employee satisfaction is also important to the success of any business. Many managers believe it is important because they think satisfied employees will do better work. The aim of the study was to evaluate and analyze the general management practices of an employment agency in Alabang, Philippines and determine their relationship to employee satisfaction.

Quantitative research method was used in this study. One hundred and ten employees of an employment agency participated in the survey. Questionnaires were distributed using closed-ended questions. Random sampling technique was used in this study. Descriptive statistics and correlation analysis were used for the data analysis.

The general management practices of the company were good and the level of the employee satisfaction was very high. A strong positive relationship was found between general management practices and employee satisfaction. There was no significant difference in the level of employee satisfaction when the respondents' profile in term of age, gender, and length of work were considered.

For further research, other factors that may influence employee satisfaction may be considered utilizing a larger population size.

Keywords: General Management Practices, Employee Satisfaction

INTRODUCTION

Effective management is the one of the most important factors for the success of any organization. Managing a company is a complex activity, and effective managers face many challenges from within and outside the organization. They must be able to always learn from their mistakes and keep trying to find ways to improve their company's performance (Jones & George, 2019, p.4). According to Khetan (2018), management is both a science and an art. The science deals with the theories and concepts of managing resource and people and the art is the

application of these theories and concepts in a humane way in different situations. According to Daft (2014); Jones and George (2019), management is the achievement of organizational goals in an effective and efficient manner through planning, organizing, leading, and controlling organizational resources. There are certain elements of management that are timeless, but environmental changes also affect management practices.

Employee job satisfaction is important to the success of any business. Many managers believe it is important because they think satisfied employees will do better work. Job satisfaction defined as a positive attitude toward one's job. Employees experience job satisfaction when their work matches their needs and interests (Lim, Chua, Skulkerewathana, and Daft, 2015). Someone maybe satisfied with one aspect of job but not with others. Job satisfaction is closely related to performance and quality of work carried out by employee and translated into success for organization. Only satisfied employees participate and build success (Hays and Lou, 2015). Sila and Sirok (2018); Varma (2018) found motivated and satisfied employees have positive effect on the organization productivity and performance. Rashid, Kozechian, and Heidary (2013) stated source of job satisfaction is not only position held in workplace but also physical, social environment, and relations between managers and colleagues, group culture, management style. All those factors have different effect on the levels of individual's job satisfaction. In this study, the authors evaluated and analyzed the level of employee satisfaction based on employee satisfaction of work environment, employee relationship with their supervisor, employee promotion opportunities, employee pay and benefits.

Statement of the Problem

The aim of the study was to evaluate and analyze the general management practices of an employment agency in Alabang, Philippines and determine their relationship to employee satisfaction. The respondent's profile such as gender, age and length of work were also considered in the study as moderator variables.

From the background explanation, the authors formulate as follows:

1. What is the extent of general management practices of the organization?

2. What is the extent of employee satisfaction?

3. Is there a significant relationship between general management practices and employee satisfaction?

4. Are there significant differences in employee satisfaction by gender, age, and length of work?

Hypothesis

The research question leads to the following hypothesis:

1. There is no significant relationship between general management practices and employee satisfaction.

2. There are no significant differences in employee satisfaction by gender, age, and length of work.

Significance of the Study

The finding of this study will redound to the benefit:

1. For Organization

This research is done as input and information material to know what variables influence and increase employee satisfaction. Because it is important for company to makes their employee satisfied. Satisfied employees will happy to do their jobs and it can improve their performance. Employee performance is very important for the overall success of the company.

2. For Employees

The result of the study is expected to increase employee motivation and improves their performance.

3. Researcher

The result of the study is expected to broaden the insight or add to the experience and wider knowledge of the problem under study.

LITERATURE REVIEW

Management

According to Daft (2014); Jones and George (2019), management is the achievement of organizational goals in an effective and efficient manner through planning, organizing, leading, and controlling organizational resources. According to DuBrin (2012), "Management is also used as a label for a specific discipline, for the people who manage, and for a career choice". Main achievement of the management is to accomplish organizational goals, management work with people and resources to accomplish it (Bateman & Snell, 2013).

Planning

Planning involves setting goals and finding ways to achieve them. Planning is considered a central function of management. In planning, a manager looks to the future (DuBrin, 2012). Planning is the management function of making decision about what will be achieve and all activities or the overall organization will pursue (Bateman & Snell, 2013).

Organizing

Organizing is the process of ensuring the necessary human and physical resources are available to carry out plans and achieve organizational goals and involve assigning activities, dividing work into specific jobs and tasks and who has the authority to achieve them (DuBrin, 2012). Organizing is assembling and coordinating all resources needed to achieve organizational goals (Bateman & Snell, 2013).

Leading

Leading means how leader can influence, directing, persuading others in order to achieve organizational objectives or organizational goals (DuBrin, 2012). Leading is stimulating people or subordinates to be high performers, involves day to day contact, helping to guide and inspire people (Bateman & Snell, 2013).

Controlling

Controlling is comparing actual performance with a predetermined standard (DuBrin, 2012). Other author defines controlling as monitors performance and implements necessary changes (Bateman & Snell, 2013).

Job Satisfaction

Job satisfaction defined as a positive attitude toward one's job. Employees experience job satisfaction when their work matches their needs and interests (Lim, Chua, Skulkerewathana, and Daft, 2015). According to Noe, Hollenbeck, Gerhart, and Wright (2019), "Job satisfaction is a pleasurable feeling that results from the perception that one's job fulfills or allows for the fulfillment of one's important job values". Job satisfaction also defines as a pleasant emotional state that results from an assessment of one's job or job experience. It represents how a person feels and thinks about his or her job (Colquitt, Lepine, & Wesson, 2019).

Someone maybe satisfied with one aspect of job but not with others. Job satisfaction is closely related to performance and quality of work carried out by employee and translated into success

for organization. Only satisfied employees participate and build success (Hays & Lou, 2015). Sila and Sirok (2018); Varma (2018) found motivated and satisfied employees have positive effect on the organization productivity and performance. According to Judge, Ilies, and Zhang (2012), some people are occasionally satisfied with their jobs. On the other hand, others tend to be satisfied no matter what job they do. Differences employees' genetics and personality effect on their job satisfaction.

METHODS

In this chapter will discusses the research design, population, sampling technique, instrumentation, validity and reliability of instrument, data gathering procedure, ethnical consideration, analysis of data.

Research Design

Quantitative research method was used in this study. Because it is the best way to answer the questions and the purposes of the study.

Population and Sampling Technique

One hundred and ten employees of an employment agency participated in the survey. Sampling was done by selecting respondents to represent research representatives by using random sampling technique.

Instrumentation

Data collection method is done by giving questionnaires to respondents, questionnaires is a list of questions prepared in writing that have been provided direct choice of answers, in the form of closed questions. The questionnaire was made using Likert scale consisting of four choices of answers: strongly disagree, disagree, agree, strongly agree.

Validity and Reliability of Questionnaire

Before taking the data, first step must be done is tested the validity and reliability of the questionnaire used. The questionnaire was checked and approved by Dr. J. Balila as a Research Director of Adventist University of the Philippines.

Data Gathering Procedure

After validity and reliability of questionnaire done, researcher distributed the questionnaire to the selected respondents or employees.

Ethnical Consideration

Before giving interviews and questionnaires the researcher should obtain the full consent of the research respondents whether they are willing and without compulsion to be respondents in the study, should protect the privacy of the research respondents, and keeping the confidentiality of research data.

Analysis of Data

In this study descriptive statistics and correlation analysis were used for the data analysis.

RESULTS AND DISCUSSION

Tabel 1. **Statistics**

		Gender	Age	Length of Work
N	Valid	110	110	110
	Missing	0	0	0

Tabel 2. **Respondents' demographics Frequencies for Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	46	41.8	41.8	41.8
	Female	64	58.2	58.2	100.0
	Total	110	100.0	100.0	

Among the 110 respondents 46 (41.8%) are male and 64 (58.2%) are female.

Tabel 3. **Respondents' demographics Frequencies for Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bellow 20 yrs	3	2.7	2.7	2.7
	20-30 yrs	55	50.0	50.0	52.7
	31-40 yrs	47	42.7	42.7	95.5

41-50 yrs	5	4.5	4.5	100.0
Total	110	100.0	100.0	

Among the 110 respondents 3 (2.7%) are below 20 years old, 55 (50%) are 20 – 30 years old, 47 (42.7%) are 31 – 40 years old, and 5 (4.5%) are 41 – 50 years old.

Tabel 4. **Respondents' demographics Frequencies for length of work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 yrs	2	1.8	1.8	1.8
	1 to 5 yrs	36	32.7	32.7	34.5
	6-10 yrs	51	46.4	46.4	80.9
	11-15 yrs	17	15.5	15.5	96.4
	16-20 yrs	2	1.8	1.8	98.2
	More than 20 yrs	2	1.8	1.8	100.0
	Total	110	100.0	100.0	

Among the 110 respondents 2 (1.8%) are work less than 1 year, 36 (32.7%) are work 1 to 5 years, 51 (46.4%) are work 6 to 10 years, 17 (15.5%) are work 11 to 15 years, 2 (1.8%) are work 16 to 20 years and 2 (1.8%) are work more than 20 years in the company.

1. What is the extent of general management practices of the organization?

Table 5. **General Management Practices**

	Mean	Std. Deviation	Scaled Response	Verbal Interpretation
Management communicates clearly the organization's goals.	3.15	.45	Agree	Good
Management provide adequate planning to achieve the organization's goals.	3.26	.44	Strongly Agree	Very Good
Management employs technological innovations to improve the quality of work of its employees.	3.15	.43	Agree	Good
Management places the employees according to their educational background.	2.81	.68	Agree	Good

Management places the employees according to their skills and abilities.	3.21	.47	Strongly Agree	Very Good
Management of my organization care about their employees' well being	3.25	.47	Strongly Agree	Very Good
Management encourages active participation in decision making process among its employees	3.21	.47	Strongly Agree	Very Good
Management provides challenges for its employees to help them grow	3.24	.49	Strongly Agree	Very Good
Management gives its employee the freedom to complete assigned tasks in their own way	3.12	.38	Agree	Good
Management monitors employee activities in order to ensure the achievement of the organization's goals	3.29	.49	Strongly Agree	Very Good
Management provides employees with feedback regarding their performance.	3.22	.48	Strongly Agree	Very Good
General Management Practices	3.17	.20	Agree	Good

General management practices of the company as revealed in Table 1 were *good*. The statements "management monitors employee activities in order to ensure the achievement of the organization's goals," "management provide adequate planning to achieve the organization's goals," and "management of my organization care about their employees' well-being" were among the highest rated statements. "management places the employees according to their educational background," "management gives its employee the freedom to complete assigned tasks in their own way" were the least rated statements among these group of statements.

2. What is the extent of employee satisfaction?

Table 6. **Employee Satisfaction**

	Mean	Std. Deviation	Scaled Response	Verbal Interpretation
My physical working conditions are good	3.23	.48	Strongly Agree	Very Satisfaction
There is adequate noise control to allow me to focus on my work	3.28	.53	Strongly Agree	Very Satisfaction
I feel physically safe in my work environment	3.31	.48	Strongly Agree	Very Satisfaction
My supervisor treats me fairly	3.32	.56	Strongly Agree	Very Satisfaction
My supervisor acknowledges when I do my work well	3.24	.49	Strongly Agree	Very Satisfaction
My supervisor tells me when my work needs improvement	3.27	.47	Strongly Agree	Very Satisfaction
I feel I can trust what my supervisor tells me	3.26	.52	Strongly Agree	Very Satisfaction
My pay is fair for the work I perform	3.07	.42	Agree	Satisfaction
Overall, I'm satisfied with my organization's benefit package	3.20	.50	Agree	Satisfaction
I feel that my job has enough learning opportunities which will help me in career advancement	3.22	.46	Strongly Agree	Very Satisfaction
I think there are right opportunities in this organization for my personal growth and promotion	3.22	.41	Strongly Agree	Very Satisfaction
I am willing to give extra effort to help this organization success	3.20	.40	Agree	Satisfaction
Employee Satisfaction	3.23	.23	Strongly Agree	Very Satisfaction

The respondents as revealed in Table 2 were *very satisfied* with their job in the company. The statements "my supervisor treats me fairly," "I feel physically safe in my work environment," and "there is adequate noise control to allow me to focus on my work" were among the highest rated statements. "my pay is fair for the work I perform," "overall I'm satisfied with my organization's benefit package" were the least rated statements among these group of statements.

3. Is the independent variable (general management practices) significantly influence the employee satisfaction?

Table 7. **Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
General Management Practice	110	2.6364	3.8182	3.172727	.2041907
Valid N (listwise)	110				
Employee Satisfaction	110	2.3333	3.9167	3.234848	.2349393
Valid N (listwise)	110				

Table 8. **Correlation**

		General Management Practice	Employee Satisfaction
General Management Practice	Pearson Correlation	1	.335**
	Sig. (2-tailed)		.000
	N	110	110
Employee Satisfaction	Pearson Correlation	.335**	1
	Sig. (2-tailed)	.000	
	N	110	110

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

Table 3 presents the descriptive statistics and correlation analysis of general management practices and employee satisfaction. Results of correlation analysis revealed that the significance level was .000. The significance value lower than 0.01, it means there is a significant and positive relationship between general management practices and employee satisfaction.

4. Are there differences in employee satisfaction by gender, age, and length of work?

T-Test on Employee Satisfaction by gender

Table 9. **Group Statistics**

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Employee Satisfaction	Male	46	3.250000	.2693155	.0397084
	Female	64	3.223958	.2083333	.0260417

Table 10. **Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
Employee Satisfaction	Equal variances assumed	.179	.673	.572
	Equal variances not assumed			.548

Table 11. **Independent Samples Test**

		t-test for Equality of Means		
		df	Sig. (2-tailed)	Mean Difference
Employee Satisfaction	Equal variances assumed	108	.569	.0260417
	Equal variances not assumed	81.292	.585	.0260417

Table 12. **Independent Samples Test**

		t-test for Equality of Means		
		Std. Error Difference	95% Confidence Interval of the Difference	
			Lower	Upper
Employee Satisfaction	Equal variances assumed	.0455542	-.0642546	.1163380
	Equal variances not assumed	.0474861	-.0684356	.1205189

T-test was conducted to determine the difference in satisfaction of employee in terms of gender. Result of t-test revealed that the significant level was .673, it is greater than .05, that's mean there is no significant difference between male and female employee satisfaction.

Table 13. **One-way ANOVA test on Employee Satisfaction by age**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.367	3	.122	2.295	.082
Within Groups	5.649	106	.053		
Total	6.016	109			

One-way ANOVA was conducted to determine the difference in satisfaction according to age. Result of One-way ANOVA revealed that the significant level was .082, significant level is greater than .05, that's mean there is no significant difference on employee satisfaction according to age.

Table 14. **One-way ANOVA test on Employee Satisfaction by length of work**.

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.310	5	.062	1.131	.349
Within Groups	5.706	104	.055		
Total	6.016	109			

One-way ANOVA was conducted to determine the impact of length of work on satisfaction level. Result of One-way ANOVA revealed that the significant level was .349, significant level is greater than .05, that's mean there is no significant difference on employee satisfaction according to length of work

Conclusion and Recommendation

This study found out that the company have good management practices. Management provide adequate planning to achieve the organization's goals, well organize their employee according to their educational background or according their skills and abilities, management provides challenges for its employees to help them grow and in terms of controlling management monitors employee activities in order to ensure the achievement of the organization's goals. This study also found out that company's employees have a high level of job satisfaction. The predictors of job satisfaction are based on employee satisfaction of work environment, employee relationship with their supervisor, employee promotion opportunities, employee pay and benefits. Management practices of the company and employee satisfaction have a strong positive relationship.

Based on these results, it is recommended to the employees to improve their performance. If the company has tried to provide the best for the satisfaction of its employees, then as an employee, they must have a sense of responsibility and motivation to do their job well in order to achieve company goals. It is also recommended to management or leader, in order to maintain or even to improve their employee satisfaction it is suggested that leader has ability

to influence and mobilize subordinates. A good leader needs to take a persuasive approach to subordinates and good leaders are leaders who will hear complaints and have a good relationship with their subordinates. Also pay attention to employee welfare, meet the psychological needs of employees, pay attention to the workplace environment of employees and give employees the opportunity to progress, thus encouraging employees to be more motivate at work. Recommendation for further research, other factors that may influence employee satisfaction may be considered utilizing a larger population size.

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