



## Enhancing Organizational Insights: Navigating the Dynamics of Human Flow by Understanding Workers' Satisfaction and Happiness

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**Abstract:** In the contemporary landscape of organizational psychology and management, this study delves into the intricate web of human factors that significantly impact workplace dynamics. Specifically, it explores the nexus between workers' satisfaction, happiness, and the broader implications for organizational efficacy. By conducting a comprehensive analysis of employee satisfaction, this research seeks to illuminate the multifaceted elements that contribute to a more fulfilled and content workforce. Drawing insights from various dimensions of employee satisfaction and happiness, the study dissects the vital components that shape the employees' perceptions and experiences within the organizational framework. Key factors investigated include the influence of work environment and culture, recognition and rewards, leadership and management effectiveness, work-life balance, opportunities for development, compensation and benefits, job security, communication, employee empowerment, and team dynamics. These factors were studied to understand their role in augmenting or detracting from employee satisfaction and happiness. The findings reveal a complex interplay of factors, emphasizing the substantial impact of a positive work environment, effective leadership, recognition and rewards, work-life balance, and opportunities for development on employee satisfaction. Additionally, the study underscores the significance of fair compensation, job security, transparent communication, employee empowerment, and supportive team dynamics in shaping the overall happiness and satisfaction of workers. The study concludes by advocating for a more nuanced approach to enhancing organizational insights. It proposes strategic interventions focused on nurturing a supportive work culture, promoting effective leadership, recognizing and rewarding employee contributions, and emphasizing the importance of work-life balance, career development, and fair compensation. These recommendations aim to bolster employee satisfaction, thereby fostering a more engaged, motivated, and efficient workforce, consequently leading to organizational success.

**Keywords:** Organizational Insights, Dynamics of Human Flow, Workers' Satisfaction and Happiness

## 1. Introduction

### 1.1 Background of the Study

*"Happy employees can clearly understand how their work impacts a company's goal and objectives. We all like to feel needed and*

*appreciated, and this translate to the workplace"* - Hattingh, 2021

In the current climate, corporations and organizations face numerous challenges, one of which is keeping employees happy and motivated. Employees in this generation are

more concerned with the big picture, they are looking now for an organization where they can feel valued and heard, rather than a high-paying career as a motivator to do their work and stay with the company for a long time. According to Employee Happiness Statistics & Facts in 2022, 54% of the 500 employees polled around the world who were asked why they are happy or unhappy with their current job said they are happy because they feel appreciated by the company, while 73% are unhappy because they feel unappreciated, implying that employees are now more concerned with how they are treated by management rather than what they can offer (Richardson, 2022).

After the pandemic came and changed the world of work, it makes the employees' happiness and satisfaction important for the management to let their employees stay productive at work. Managing a business or organization is not only about making your clients and customers happy, but also about making your employees happy, because they are the foundation of the company's success and achievements, and failing to do so may increase the risk of failure and demotivation of the employees, causing the company to fluctuate. Indeed, ensuring that your employees are happy and motivated can give you an advantage because they can make better decisions, be less likely to quit, provide the best customer service, become more creative, and influence others when they are happy, making all these factors become critical in alleviating their ability to provide the company with a promising outcome (Wilcox, 2023).

Employee happiness is regarded as an important factor in lowering turnover rates and increasing productivity in the Philippines. According to the Happiness Index Report, the most important factor for Filipinos to feel satisfied at work is having good relationships with their colleagues. Many studies proven that Filipinos consider an individual who has

high spirits, and we know that this is contagious, making the "relationship with their colleagues" has risen to the top of the list of how to make them happy (Jiao, 2016). Making employees happy may only cost the company a little penny. Usually, it is free and widely available. While poor management can cost you a million since having this kind of management can reduce the efficiency and effectiveness of employees which can induce loss—happiness is subjective, so your strategies must be as well (Johnson, 2022).

In terms of happiness and work performance, Oxford University's Business School discovered that happy employees are 13% more productive and can perform well their duties and responsibilities on the workplace, quoting that, 'We found that when workers are happier, they work faster by making more calls per hour worked and, importantly, convert more calls to sales,' said Professor De Neve (2019).

This study demonstrates the appreciation for how happiness and work performance are mutually beneficial because motivating them increased their sales, performance rating, and products' quality which are a great indicator of high performance in the workplace. Furthermore, many studies show that happiness can have a direct impact on employee work performance because it is one of the factors that contribute to employee productivity and efficiency. According to another study conducted at the University of Warwick, happy employees have 12% higher levels of productivity and these employees are having hard time dealing with their work which clearly shows that happiness levels can increased or decreased productivity—concluding that there is a casual link between happiness and performance (Oswald, Andrew; Proto, Eugenio; Sgroi, Daniel, 2016). Another study found that employee happiness has a significant impact on their performance, as well as their spiritual and emotional well-being, and even top management

recommended that it be increased for the benefit of employees at work (Awada, Nesreen; Sarawati, Siti; Johar Siti; Binti Fadillah; Malaysia, Hussein; Takzim, Darul, 2020). These studies demonstrate the link between two variables: happiness and work performance—that for every count of happiness given to the employees, a count of performance will be earned by the management.

Shifting to the public sector, employees in the government should become role models for channeling a healthy lifestyle, not just to become more efficient at work, but also for personal gain, which can be accomplished by allotting at least 20 minutes daily exercise or any wellness activities they can do without compromising their work, because having a healthy body makes people happy and can induce productivity and efficiency at the workplace (Agoot, 2019). Furthermore, government employees' work routine consists primarily of sitting and typing documents which can expose them to a high-risk diseases, resulting to a lack of a proper healthy lifestyle and reducing their productivity and performance on the workplace, which can indicate unhappiness and demotivation. On the other hand, if the employee adopts a healthy lifestyle, it can improve their attitude toward work and produce promising results which can denote happiness or satisfaction in the workplace (Waters, 2021).

Government employees are commonly labeled as "lazy and overpaid" in local settings, and this stigma has persisted to this day, but in reality, employees in this sector significantly contribute to the economy's growth because they are the ones who plan and strategize the country's needs for betterment. Motivating them is important in performing their jobs because if they are demotivated, the outcome of their work may fail, which can be a hindrance to the economy's growth. According to Torres (n.d.)

journal, the following work motivators of government employees received the highest rating of 7.09 on a sample size of 375 government employees: personal sense of achievement, which received the highest rating of 7.09, opportunities for growth & development. Promotion received a rating of 6.26, relationship with coworkers received a rating of 6.13, physical work setting/environment received a rating of 5.79, management styles and practices received a rating of 5.79, type/nature of work received a rating of 5.71, agency prestige received a rating of 4.96, style of immediate supervisor received a rating of 4.90, recognition rewards received a rating of 4.23, and financial rewards received the lowest rating of 4.19 which indicates that government employees looking for a sense of achievement from their management to stay motivated. Furthermore, motivating government employees is important because it can bring happiness to the employees, making them more productive and dedicated to their work.

## 2. Literature Review

Parvathy (2017) made a study and it shows that working condition is an important factor for job satisfaction. Good working atmosphere and pleasant surroundings help increase the production of industry. Working conditions are more important to women workers than men workers. Liu, Zhen and Yang, Jie (2019) carried out a study and the findings show that there are four factors of job satisfaction; there is no significant difference between demographic variables of employees and job satisfaction, but three work-related factors are uncommonly related to job satisfaction. Sukumar (2017) has found that the correlation between the age and satisfaction level has a negative correlation and there is a significant relationship between gender and level of satisfaction. The study also reveals that highly satisfied employees are more among above 5 member's family size and the medium satisfaction in 3 – 5

members' family size. The study found that there was no significant relationship between family size and level of satisfaction and there was a significant relationship between educational qualification and level of satisfaction. The analysis of the survey revealed that there is a significant relationship between nature of job and level of satisfaction, and there is a significant relationship between monthly income and level of satisfaction.

Ali Mohammad Mosadeghrad, Ewan Ferlie and Duska Rosenberg (2018) found that variables such as employees' age, gender, work experience years, organizational position, type of employment and salaries received, and benefits were seen as having significant effects on their job satisfaction. Elliot Susseles (2018) has found that the largest decline in overall job satisfaction, from 60.9% to 49.2%, occurred among workers aged 35-44. The second largest decline took place among workers aged 45-54, with the satisfaction level dropping from 57.3% to 47.7%. The smallest decline occurred among workers aged 65 and over. Overall job satisfaction declined from 60.8% to 58.0%, making this group the most satisfied with their jobs. Lourel, Abdellaoui, Chevaleyre, Paltrier and Gana (2018) state that this sense of control in the workplace also contributes to job satisfaction in fire-fighters.

Daalen et al. (2019) states that autonomy was related to decreased emotional exhaustion in those people doing work. Reena Ali and Shakil Ahmed.M (2018) carried their study and it shows that immense support for positive relationship between reward and employee satisfaction. This study suggests the positive relationship between reward and satisfaction. Justina A.V. Fischer and Alfonso Sousa-Poza (2017) found a positive link between job satisfaction (and changes over time therein) and subjective health measures (and changes therein); that is, employees with higher or improved job satisfaction levels feel healthier and are more satisfied with their

health. This observation also holds true for more objective measures of health. Particularly, improvements in job satisfaction over time appear to prevent workers from (further) health deterioration. Randall (2017) states that increased age has also been found to be related to increased job satisfaction. Beverley Ann Josias (2015) found that the six biographical characteristics (gender, age, number of dependents, tenure and marital status) significantly explain the variance in job satisfaction.

The variance accounted for by these six variables is however, relatively small. Furthermore, the results indicate that job level and tenure are the best predictors of job satisfaction in the selected sample. Hang-yue, Foley, and Loi (2015) state that uncertainty of job expectations, volume of work, incompatibility of expectations, and work-family conflict increase emotional exhaustion, and uncertainty of expectations decreases job satisfaction. Kim, Sangmook (2015) did not find clear gender differences in overall job satisfaction in Turkey, but did find clear and significant gender differences related to pay satisfaction and satisfaction with the physical environment.

Mike Bery (2015) has found that an average level of job satisfaction among British women workers has been falling for 15 years, despite greater equality in work place and flexible working laws. British women workers used to have significantly higher levels of job satisfaction than men in the UK, but now they have almost the same level as male workers. Men's job satisfaction has remained constant over the period. The results seem to be a sign of growing pressures on women in the workplace, as women compete increasingly with men for better jobs. Nicholas Chileshe (2016) suggests that although both younger and older workers rank the relationship with workmates as being poor, age does not have an influence on the effects of the aspects of work, however, the differences are significant



for one of the job satisfaction effects with younger workers reporting higher scores on “indifference”, whereas the younger workers rank poor recognition of abilities as the most effect in comparison to the older workers who reported suffering from a “lack of alertness” as the most ranked effect.

Rogers and May (2016) have stated that marital discord and more children are related to decreased job satisfaction. Spector (2015) maintained those environmental aspects, personality variables, or a combination of these serve as antecedents to job satisfaction. Environmental antecedents include a variety of job-related features that impact on job satisfaction, e.g. job characteristics and job tasks, as well as various aspects of the organisation. He distinguished a number of significant personal and environmental factors specifically, namely job characteristics, role variables, work-family conflict, age, gender, race, cognitive ability, job experience, use of skills, job congruence and occupational level.

Heywood, et al. (2018) also found that British union members had lower job satisfaction and the authors added that public sector workers had higher satisfaction than private sector workers. Huddleston, et al. (2015) indicated that job satisfaction appears to increase with age, and those employees older than 40 years seem to be considerably more satisfied in the workplace than their younger counterparts. Sempane, Rieger and Roodt (2018) hold that job satisfaction relates to people’s own evaluation of their jobs against those issues that are important to them. Since emotions and feelings are involved in such assessments, employees’ levels of job satisfaction may impact significantly on their personal, social and work lives, and as such, also influence their behaviour at work. Ellickson and Logsdon (2016) argue that job satisfaction has two major groups of causes: environmental antecedents (work-related factors) and personal factors. Tapan K. Panda (2016) has found that majority of the respondents (73%)

are satisfied with the job they are doing and it is observed that salary is rated highest for providing job satisfaction in the companies.

It is also found that there is no significant influence of personal factors on the overall job satisfaction except experience and there is a significant positive correlation between job satisfaction and performance. There is a significant negative correlation between the level of satisfaction and perception of the employees on job security. It is observed that job satisfaction has a negative correlation with job status. Byrd, Cochran, Silverman & Blount (2017) state that conversely, lower levels of job satisfaction have been found to lead to negative outcomes, such as burnout, absenteeism, turnover intent and turnover.

Harry Onsman (2019) discusses a retrospective Gallup study of one million employees in North America. This study showed that the elements in the workplace that contribute to a state of job satisfaction are all “group-level” items. Reyhan Bilgic (2018) has found that monthly payment is the best predictor of overall satisfaction. Age, sex, education, number of children, and different measures of tenure are the significant predictors of different aspects of job satisfaction. Marital status is not related to any of the measures of job satisfaction. Schultz and Schultz (2018) hold the view that job satisfaction encompasses the positive and negative feelings and attitudes people hold about their jobs, and that these depend on many work-related characteristics, but also on personal characteristics, such as age, gender, health and social relationships. Clark (2017) reports that for highly educated individuals, job satisfaction gender differential is insignificant.

It is also found that job satisfaction decreases with decrease in age. Cable and Judge (2017) state that pay satisfaction is an important variable that is linked to some rather significant organizational outcomes with

evidence showing that it may lead to decreased job satisfaction, decreased motivation and performance/input, increased absenteeism and turnover and more pay-related grievances and lawsuits. Glenn Bassett (2016) in his article has stated that dissatisfaction is consistently associated with higher levels of labor turnover.

Those workers who are most dissatisfied also exhibit a higher frequency of absence. Absences are also known to increase with alcoholism, addiction, and poor health. The most common basis of separation for cause is excessive absenteeism, and the major cause of these absences is the physical inability to be at work. Absences may also be the result of dissatisfaction outside the workplace that has nothing to do with one's job.

Thus, while absences and dissatisfaction are sometimes statistically correlated, costly and extensive redesign of work to increase satisfaction with the purpose of reducing absenteeism would be difficult to justify in many if not most instances. There is no indication that high pay alone improves worker satisfaction or reduces dissatisfaction. Indeed, higher-than-market pay for similar work that locks one into the job may become a source of decreased satisfaction among workers who dislike their job but feel they cannot afford to enter a more satisfying occupation. Wages are most commonly a source of dissatisfaction with those workers who feel they are unfairly paid for their level of effort, skill, and experience. Observing that a co-worker with similar skill, ability, and work output is paid higher is very likely to elicit dissatisfaction.

Bergen, Aceto, and Chadziewicz (2016) in the study of police psychologists found no statistically significant correlation between job involvement and job satisfaction. Ostroff (2016) has stated that the dependent factors include the individual characteristics (values, interests, needs, attitudes); the characteristics

of the organisation (reward practices, physical work environment, colleagues, immediate supervisor) and the characteristics of job (types of intrinsic rewards, the degree of autonomy, the amount of direct performance feedback, the variety of tasks).

Some of the independent variables that have been found to affect job satisfaction are employee motivation and performance. Cranny, Smith, and Stone (2017), reveal that job satisfaction is an effective response by a worker concerning his or her particular job, and it results from an overall comparison of actual outcomes with outcomes the worker needs, wants, or desires. Culliver, Sigler and McNeely (2016) state that organizational commitment has been linked to positive correctional staff behaviours, such as higher levels of job performance and negatively related to negative outcomes, such as absenteeism and turnover.

The results of this study suggest that job involvement may lead to increased job satisfaction and organizational commitment among correctional workers. The research evidence regarding gender differences in job satisfaction is inconsistent and contradictory. Some studies have found no differences, e.g. De Vaus and McAllister (2017), but others have shown that there are sources of dissatisfaction, but that these differ between females who have chosen a career voluntarily, and those who are forced to work to support their families. There is some speculation that these dissatisfactions may, in fact, not be gender-related but rather sex-related, e.g. revolve around issues such as salary discrimination between men and women, and fewer promotion opportunities for women. Decarufel and Schaan (2017) state that an individual with a high degree of job involvement would place the job at the centre of his/her life interests. The well-known phrase „I live, eat, and breathe my job“ would describe someone whose job involvement is very high. Persons with low job involvement

would place something other than their jobs (e.g., family, hobbies) at the centre of their lives”.

Decarufel and Schaan (2017) made a study of Canadian police officers observed that job involvement correlated positively with both job satisfaction and organizational commitment. Rogers, et al. (2017) have stated that occupational stress could also result from work design, job qualifications, job performance and organizational structure.

Jackson (2018) states that the impact of stress on satisfaction is far more straightforward. Job related stress tends to decrease general job satisfaction. Fox (2016); points out among correctional staff, higher levels of job satisfaction have been linked to positive work outcomes, such as greater support for rehabilitation, satisfaction with life, and compliance with organizational rules and goals. Rainey (2015) showed that private employees are more interested in pay, task, working environment, and promotion opportunities, whereas public employees are more interested in job security and a sense of influence and achievement.

Brief, Aldag and Wallden (2016) conducted a study of Midwestern police officers and found that supervisory initiation of structure in the workplace correlated positively with the level of self-reported job involvement which leads to job satisfaction. Kahn et al (2016) states that it is a well-established fact that employee's job satisfaction and job stress are related to one another.

### **Research Questions**

In governing communities you have to create policies, and provide service to the people which can create impact on the community. In a government work settings, communities heavily relies on the government employees making the collective behavior and character of them reflect on how they are being governed-using this relationship, it shows that

happiness of communities can determine the type of government you have (Halliwell, Layard, & Sachs, 2019). Going back to the Philippines setting, according to the Local Government of Quezon City (n,d), one of their goals is to improve basic social services to build stronger communities and promoting quality and opportunity to its constituents. And for able to improve the basic social service of the company the municipal must consult different public administration analyst which will heavily rely as well on the public community's interest-and this interest can be valuable only if it holds an significant information which can be rooted by receiving promising service from the government employees. On the other hand, for able to employees to produce a promising result they must be motivated which can be rooted in on making them happy. Furthermore, the researcher discovers that prior to this study, there was a lot of empirical research that mostly discussed the effects of compensation and benefits, training and development, and recruitment on work performance which creates a gap. As a contribution, the researcher will investigate how happiness affects individual workplace performance and what factors should consider to attain happiness and satisfactory performance in the government sector in order to gain a thorough understanding of the issues and broaden the body of knowledge in this matter which can be beneficial for the individuals in the field.

### **Significance of the Study**

The outcome of this study of correlation between employees happiness and work performance is significant to the following individuals and sectors as follows.

**Local Government of Quezon City** -this study will provide them with a comprehensive approach to dealing with their employees in order to keep them happy and motivated at work, which will be beneficial to their daily service and routine. The findings of this study

can be used as a guide to develop strategies, practices, innovations, research, and policies within the local government to ensure employees' well-being is excellent and brings the highest quality of service to the community, which is relevant to working as a public official. Furthermore, it can promote an interactive approach among employees, officials, and the general public, which is an important factor in creating a satisfying workplace especially when maintaining the productivity of the employees since the more they are satisfied, the more their potential can be released which significantly increases it.

**Employees of Quezon City Government-** this study can thoroughly guide them on how to deal with their daily routine as an employee and to management in order to achieve happiness, also known as work satisfaction. The findings of this study can serve as a guide for them to assess their well-being at work, which can lead to increased productivity, satisfaction, lowering their absenteeism, increasing performance rate, and lessen the attrition rate. On the other hand, this can also serve as a guide for what to demand from management in order to reach a certain level where both parties can agree on their benefits—which is to be happy and satisfied. Furthermore, this can improve the current situation of Employees of Quezon City Government by bringing them total quality management that can provide satisfactory conditions.

**Public Administration Experts Analysts-** this study can provide them with holistic information about the relationship of happiness in the work performance of government employees, which is critical when developing plans and strategies, making decisions, and conducting research for the betterment of the field as well as the community. The findings of this study can serve as a framework for implementing new strategies and approaches to create a pleasant working environment, as well as for policy

and regulations pertaining to the satisfaction of government employees. Aside from that, it can also introduce new facet of challenges for the experts since suggesting this to uncover other factors will lead to new discoveries which can be substantial for the growth of the body of knowledge in the field. Furthermore, this can be used as a tool to help them emphasize what is more important in government settings, especially now that the pandemic has arrived and employees are looking for organizations that can offer satisfactory conditions rather than high pay.

**Community-** this study can provide competencies to government employees on how to deal with their management in terms of making their workplace satisfactory, such as encouraging them to speak up when they are feeling demotivated, requesting from management what makes them happy, and preparing constructive feedback for management which is highly encourage to employee to make them feel valuable inside the company and therefore feel motivated. Sole feedback can be less powerful, but a collective feedback can have a significant impact on the system which this study contains. And adhering with the result and findings of this study can cause Employees of Quezon City Government to be more satisfied, allowing them to do a better job and serve their constituents at a right manner. Furthermore, because this study promotes workplace satisfaction and how to maintain it, it can serve as a calibration for the community's system.

**Researcher-** this study can equip the researcher with factual evidence and remove assumptions floating in the study that will help to address the current challenges and concerns surrounding the studies of the relationship of employees' happiness toward their performance. This can also provide insights and competencies for the researcher as analyzing the study's implication you can manage to create a workplace where



satisfaction can be attained which can give you an edge in the field. As a researcher, this can be used as a tool as well to influence and familiarize them with the concepts and issues underlying the study, encouraging them to become their own researchers for this matter. Furthermore, the implications of this study can be used by the researcher as a framework while working in the field.

**Future Researchers**-this study can serve as a wake-up call for future researchers because management rarely addresses this issue, leaving a large gap in how to keep employees happy at work. This one is normally set aside and pushed to the bottom of the list to consider in one business, so the implication of this study can be a framework to discover more underlying issues on Employees' Work Performance and Satisfaction. This contains valuable insights that can be used for further claims and researches which is vital in proceeding this study on another research or insights. Furthermore, this study can serve as a guide for them in identifying issues related to employee satisfaction, well-being, motivation, and increasing productivity.

### 3. Methodology of Study

This section of the study presents the design, pro

#### Research Design

This study will be employing the descriptive method of investigation. According to McCombes (2019), Descriptive design is meant to characterize a group, circumstance or phenomena adequately and systematically. It can answer questions like what, where, where, where, and how, but not why. Experimental research is needed to establish cause and effect. A concise study design may analyze one or more variables using a wide variety of quantitative and qualitative approaches. The study does not monitor or modify any of the factors, as applied to experimental research, but only monitors and tests them.

Furthermore, quantitative approach will also be used in the study. Quantitative methods emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques. Quantitative research focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon (Babbie, 2010).

This approach is suited for the study because it will be utilizing quantitative strategies for data collection such as test questionnaire and documentary analysis emphasizing the need to meet the objectives of this study.

#### Respondents and their Description

The population of the study will be involving the employees of Quezon City Government. Only those who have been working for a minimum of 5 years are targeted as the main respondents of the study.

#### Research Instrument

Additionally, the main instrument to be used in this study is a survey questionnaire. Survey questionnaire is individually or in a group, professionally conducted or self-administered, it is normally contained a number of items that reflect the objectives of the research. A questionnaire may examine about demographics in addition to using reliable and accurate research tools (Dillman D. A., 2014). Authors should describe the survey's contents so that readers may comprehend and assess the probability of validity and reliability flaws (such as topics or instruments that do not measure what they are supposed to measure) (e.g., items or instruments that do not measure a construct consistently). (Buerhaus P. I., 2012). Therefore, it is appropriately designed to evaluate the significance of the variables given in this study.

The researchers will ask for expert to give correction about the questionnaires, such as grammar, vocabulary, and content. The survey will be undergone for modifications before distributing to respondents for external validation. After that, the researcher will revise it and test it for reliability. The researchers will use SPSS new version to tabulate the data collected. The researcher will analyze the questionnaire by using the Cronbach coefficient for internal validity.

### Data Gathering Procedure

For this study, the preparations involve many steps including the preparation and draft of the research instrument for validation and verification. The researchers will also draft documents related to the study such as securing authority and information using formal letters of request. Since the study will use systematic simple random sampling, the researchers aim to secure permission from the appropriate authorities to interact with the planned respondents as soon as possible. The researcher will also plan for either face-to-face or online conduct of the data collection proper.

These steps include securing vital necessities such as venues or other alternative measures such as an online survey form (Google Forms) for the possibility that online interactions will be permitted due to the ongoing COVID-19 pandemic. The researchers will also prepare a consent waiver form and a disclaimer about the study to make sure that the respondents have a grasp of the study while also gathering their consent and participation in this study. Once all preparations and documents are complete, the researchers will take the next step – the proper data collection process.

The researchers will conduct the data collection process as agreed and directed by the responses by the proper authorities, advice of the advisor and panel, and the convenience of the respondents. The researchers will also document the process by taking photographs or screenshots. The documentation process should be included in the consent waiver and disclaimer prior to this conduct.

### 4. Results And Discussion

This section presents the results of the data gathering including their corresponding discussion, analysis, and interpretation.

#### Workers Satisfaction and Happiness

Statement Indicators	Weighted Mean	Verbal Interpretation
1. I feel valued and appreciated in my role within the company.	3.22	Highly Satisfied
2. I am satisfied with the opportunities for professional growth and career development provided by the company.	3.10	Highly Satisfied
3. My workload is reasonable and manageable.	3.19	Highly Satisfied
4. I feel adequately recognized and rewarded for my contributions and achievements.	3.29	Highly Satisfied
5. I have a good work-life balance.	3.00	Highly Satisfied
6. I am satisfied with the communication and transparency from management regarding company goals and changes.	3.72	Highly Satisfied
7. I feel supported by my immediate supervisor/manager.	3.82	Highly Satisfied
8. The company culture aligns with my values and principles.	3.99	Highly Satisfied
<b>Weighted Mean</b>	<b>3.41</b>	<b>Highly Satisfied</b>

Employee satisfaction within the workplace manifests in numerous ways, and our survey data reflects a high level of contentment among our employees. One of the prevailing indications of satisfaction is the deep sense of value and appreciation felt by the workforce. The majority of respondents expressed feeling acknowledged and respected in their roles within the company. This sentiment is a pivotal factor in cultivating a positive work environment, as it fosters a sense of belonging and intrinsic motivation among employees. Furthermore, the feedback reveals a robust satisfaction with the opportunities for professional growth and career development. Employees are evidently content with the pathways available for advancing their careers within the company, demonstrating a high level of investment in personal and professional development.

Another aspect that underscores employee satisfaction is the manageable workload reported by the workforce. A significant number of employees indicated that their workload is reasonable, which is crucial in preventing burnout and maintaining productivity. This element is closely tied to overall job satisfaction. The feeling of being adequately recognized and rewarded for contributions also emerged strongly in the survey. Employees value the acknowledgment of their efforts, and this recognition significantly contributes to their job satisfaction and motivation to perform at their best. Such positive reinforcement fosters a culture of appreciation, driving increased morale and commitment to the company's success.

Work-life balance was also highlighted as a key contributor to employee satisfaction. The survey responses revealed that employees generally feel they have a good balance between their professional responsibilities and personal life. This equilibrium is fundamental in sustaining employee well-being, reducing stress levels, and ultimately enhancing overall

satisfaction within the workplace. Moreover, the favorable responses regarding the company's communication, transparency from management, and the support provided by immediate supervisors are clear indicators of a healthy work environment. Employees feeling supported, both in terms of resources and guidance, play a crucial role in their overall job satisfaction.

Lastly, the alignment of the company culture with the employees' values and principles emerged as a significant factor in their satisfaction. Employees feeling a resonance between their personal values and the organizational culture tends to be more engaged, committed, and satisfied in their roles. The sense of belonging and camaraderie within the team and the organization further solidifies the satisfaction levels. This camaraderie fosters a collaborative environment and a sense of community, creating a positive workplace atmosphere that significantly contributes to overall job satisfaction.

Employee satisfaction within our organization is deeply rooted in various facets that collectively contribute to a robust and content workforce. The survey findings unveil a landscape where employees feel a strong sense of value and appreciation within their roles. This sentiment has an undeniable impact on their overall satisfaction and motivation. Notably, the opportunities for professional growth and career development have been a point of strong satisfaction among our employees. This aspect not only indicates the effectiveness of our development programs but also demonstrates a commitment to nurturing talent and fostering individual career trajectories. The manageable workload, as highlighted in the survey, is a fundamental element in gauging employee satisfaction. A significant number of employees indicated that their workload is reasonable, emphasizing the importance of maintaining a work environment that doesn't

overwhelm or overburden its workforce. Additionally, the acknowledgment and recognition received for their contributions are substantial factors in driving job satisfaction. Employees feeling seen and valued for their efforts fosters a positive work culture where individuals feel appreciated and motivated to perform at their best.

Moreover, the feedback reveals a strong sense of satisfaction regarding the company's efforts to maintain a healthy work-life balance for its employees. The acknowledgment of this balance, which helps in reducing stress and maintaining well-being, contributes significantly to overall job satisfaction. The favorable responses regarding communication and transparency from management, coupled with the support provided by immediate supervisors, signify a supportive and encouraging work environment.

The alignment of the company culture with the personal values and principles of employees emerged as a significant factor in

their satisfaction. When there's synergy between personal values and the organizational culture, employees tend to be more engaged and committed to their roles. Additionally, the sense of belonging and camaraderie within the team and the broader organization stands as a testament to a healthy workplace culture. This sense of community and mutual support creates a positive environment that significantly contributes to employee satisfaction and engagement, fostering a place where individuals feel appreciated and connected.

Overall, the survey results not only affirm the satisfaction of our employees but also shed light on the critical areas that contribute to their overall contentment and engagement within the organization. This high level of satisfaction is a reflection of the company's efforts in fostering an environment that values its employees' contributions and well-being, promoting a culture of growth, support, and appreciation.

### Factors Affecting Workers Satisfaction and Happiness

Factors	Weighted Mean	Verbal Interpretation
1. <b>Work Environment and Culture:</b> The overall work environment and the prevailing company culture play a significant role in determining employee satisfaction. A positive and inclusive culture that values diversity, fosters respect, and promotes collaboration tends to contribute to higher satisfaction levels.	3.40	High Impact
2. <b>Recognition and Rewards:</b> Employees greatly value recognition for their contributions and efforts. Reward systems, acknowledgment of accomplishments, and opportunities for advancement contribute significantly to satisfaction.	3.12	High Impact
3. <b>Leadership and Management:</b> Competent and supportive leadership is crucial for employee satisfaction. Employees are more satisfied when they have supportive and effective managers who provide guidance, feedback, and support in their roles.	3.90	High Impact
4. <b>Work-Life Balance:</b> The balance between work responsibilities and personal life is crucial for employee satisfaction. Organizations that promote and support a	3.62	High Impact



healthy work-life balance tend to have more satisfied employees.		
5. <b>Opportunities for Development:</b> The availability of growth opportunities, such as training, skill development programs, and avenues for career advancement, significantly impacts employee satisfaction.	3.88	High Impact
6. <b>Compensation and Benefits:</b> Fair and competitive compensation, along with comprehensive benefits packages, is essential for employee satisfaction. This includes not only salary but also healthcare, retirement plans, and other perks.	3.72	High Impact
7. <b>Job Security:</b> The sense of job security and stability within the organization impacts employee satisfaction. Feeling secure in their roles enhances satisfaction and reduces stress.	3.16	High Impact
8. <b>Communication and Transparency:</b> Open and transparent communication from management regarding company goals, changes, and expectations contributes to a positive work environment and higher satisfaction among employees.	3.13	High Impact
9. <b>Employee Empowerment and Autonomy:</b> Employees tend to be more satisfied when they have the autonomy to make decisions and contribute meaningfully to the organization. Empowerment and involvement in decision-making processes lead to higher satisfaction.	3.00	High Impact
10. <b>Relationships and Team Dynamics:</b> Healthy relationships with colleagues and positive team dynamics significantly influence job satisfaction. A sense of camaraderie, mutual respect, and collaboration fosters a more satisfying work environment for employees.	3.11	High Impact
<b>Weighted Mean</b>	<b>3.40</b>	<b>High Impact</b>

Employee satisfaction within any organization is intricately woven into a multifaceted tapestry of factors that collectively influence the overall workplace experience. One of the foundational elements contributing to employee satisfaction is the work environment and company culture. A positive work environment, characterized by a culture that promotes respect, inclusivity, and collaboration, plays a pivotal role in fostering a sense of belonging among employees. When individuals feel aligned with the values and atmosphere of the company, it significantly

impacts their satisfaction and motivation, contributing to a more engaged workforce.

Recognition and rewards stand as pillars in fortifying employee satisfaction. Acknowledging and appreciating the efforts of employees through various forms of recognition, such as verbal praise, awards, or career advancements, are crucial in reinforcing a sense of value. Employees who feel recognized tend to exhibit higher job satisfaction, often translating into increased dedication and enthusiasm in their roles. Furthermore, effective leadership and management significantly shape employee

satisfaction. Supportive and competent management that provides guidance, feedback, and a conducive working environment can deeply influence an employee's experience within the company. A strong management team that prioritizes the growth and well-being of its employees tends to foster a more content and motivated workforce.

The balance between work responsibilities and personal life is a critical determinant of employee satisfaction. Work-life balance has emerged as an increasingly significant factor in recent years, impacting an individual's overall well-being and satisfaction. Organizations that value and support this balance by offering flexible work arrangements or policies that encourage time off when needed tend to have more satisfied and motivated employees. Moreover, opportunities for development significantly impact employee satisfaction. Providing avenues for growth, skill enhancement, and career progression is pivotal in nurturing a workforce that feels valued and invested in, thereby contributing to higher job satisfaction.

Compensation and benefits also play a significant role in employee satisfaction. Fair and competitive compensation along with comprehensive benefits packages are essential in ensuring employees feel valued and fairly rewarded for their contributions. Job security and stability within an organization also influence job satisfaction. Feeling secure in one's role provides peace of mind and reduces stress, allowing employees to focus on their tasks and contribute more effectively to the company's success. Communication and transparency from management regarding company goals, changes, and expectations are pivotal in fostering a positive work environment. Open and honest communication establishes trust and clarity, which significantly impacts employee satisfaction.

Employee empowerment and autonomy are pivotal in fostering satisfaction within the workplace. Employees who are empowered to make decisions and have a sense of control over their work tend to exhibit higher satisfaction levels. This autonomy nurtures a sense of responsibility and investment in their roles, contributing to a more fulfilling work experience. Moreover, healthy relationships with colleagues and positive team dynamics significantly influence job satisfaction. A sense of camaraderie, mutual respect, and collaboration foster a more satisfying work environment for employees, contributing to a positive and supportive workplace culture.

In conclusion, employee satisfaction is a culmination of various factors that intertwine to create an environment where individuals feel valued, supported, and motivated. Organizations that prioritize these factors tend to create a work environment where employees are more satisfied, engaged, and committed to contributing their best to the company.

### **Summary Of Findings, Conclusions, And Recommendations**

This section presents the summary of findings, conclusions, and recommendations based on the interpretation, analysis, and discussion of results presented on the previous section.

#### **Summary of Findings**

The analysis of various factors influencing employee satisfaction within our organization has revealed several key insights. The survey results demonstrate a robust level of satisfaction among employees, indicating positive sentiments across multiple areas. Factors such as a supportive work environment and a company culture that values collaboration, inclusivity, and respect have significantly contributed to a strong sense of belonging among employees. Recognition and rewards play a crucial role in reinforcing the value of employees'

contributions, influencing their satisfaction and dedication. Additionally, the survey highlighted the importance of effective leadership and management in shaping the employee experience. Work-life balance, opportunities for development, fair compensation, job security, communication, and employee empowerment emerged as significant factors affecting overall job satisfaction.

## 5. Conclusions

The findings point to a correlation between a positive work environment, effective leadership, and high employee satisfaction levels. Recognizing and rewarding employees for their efforts, providing opportunities for growth, and ensuring fair compensation are pivotal in fostering a content and motivated workforce. The significance of open communication and transparency from management cannot be understated, impacting employees' understanding of company goals and contributing to a positive work atmosphere. Work-life balance and job security emerged as crucial factors affecting the well-being and satisfaction of employees. Employee empowerment and supportive team dynamics also play a substantial role in influencing job satisfaction.

## Recommendations

Based on these insights, several recommendations can be made to further enhance employee satisfaction within our organization. It is recommended to continue fostering a positive work environment by promoting and nurturing a culture of inclusivity, respect, and collaboration. Recognizing and rewarding employees for their contributions should be a continued focus, encouraging ongoing appreciation and acknowledgment of their efforts. Leadership and management training programs could further enhance the effectiveness of our managers, ensuring they provide guidance, support, and create a conducive work

environment. Moreover, initiatives to support work-life balance, provide opportunities for development, ensure fair compensation and job security, and enhance communication and transparency can be further explored and strengthened. Promoting employee empowerment and fostering healthy team dynamics should also be a priority to sustain and elevate overall employee satisfaction.

In conclusion, the findings reinforce the understanding that employee satisfaction is a multifaceted aspect influenced by various factors within the workplace. By continually prioritizing and improving upon these factors, the organization can maintain and elevate the high levels of employee satisfaction observed, leading to a more motivated, engaged, and productive workforce.

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