ORGANIZATIONAL CULTURE AND JOB SATISFACTION AMONG BATELEC I EMPLOYEES

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Abstract

Employees with high job satisfaction believe that the organization will be satisfying in the long run, care about the quality of their job. A supportive work culture will help grow employees professionally and boost employee morale and employees satisfaction. The researcher aimed to determine the relationship of organizational culture and job satisfaction among the employees of BATELEC I. Descriptive-correlation type of research was used to assess the organizational culture and job satisfaction of BATELEC I .

Results showed that the employees of BATELEC 1 are satisfied with their compensation, benefits, working areas, the sense of belongingness with a group, clearly defined policies and recognition in job. The researcher recommends that the management   continue to review its policies and program on personnel to address the findings and to make corrective actions in the areas that need improvement specifically on compensation and benefits and working areas of employees. Furthermore, the researcher recommends to the management may have a regular monthly management committee meeting in order to address the findings in the operations of the coop.

Keywords - Organization Culture, Job Satisfaction, Management Style, Working Relationship

INTRODUCTION

Organizational culture is shaped by and overlaps with other cultures especially the broader culture of the societies in which it operates. The leader of the organization should highlight the challenges that global organizations face in establishing and maintaining a unified culture when operating in the context of multiple national, regional and local cultures. The leaders should strike the right balance between promoting one culture in the organization, while still allowing for influences of local cultures. Job satisfaction can be cognitive as well as affective and it is the extent of pleasurable emotional feelings individuals have about

their jobs overall, and is different to cognitive job satisfaction which is the extent of individuals' satisfaction with particular facets of their jobs, such as pay, pension arrangements, working hours, and numerous other aspects of their jobs.

The basic definition of culture is "how" things are getting done around. Culture is an important success factor for the overall performance of an organization. Culture influences the behavior of all individuals within an organization, including how decisions are made, who makes them, how rewards are given, who is promoted, how people are treated and how the organization responds to its environment (Mc Shane & Von Glinow, 2007).

As stated in the study by Shah (2007), people are constantly surrounded by culture. It forms the background (often invisible) of a work lives, coloring everything in an organization. Organization culture is a collection of norms, vision, values, beliefs, expectations, assumptions and philosophy of the people within it. It provides powerful mechanisms for controlling behavior by influencing how we attach meaning to our world and how we interpret events.

Despite technological advancement and improvement in industry, the issue of organizational culture has enforced its stand as an undesirable social phenomenon and as a key factor in organizational success (Farahi & Ashkazri, 2006).

By clarifying the important role of organizational culture in evolving the organization, it should be noted that the basic principles of serving the customers are necessary in creating acceptable organizational culture because that customers are surviving force for any organization and there is no alternative for good service to customers. As a result, successful organization breeds good relations and good services to customers and finally customers' loyalty will come to an end as reality (Stanley, 2007).

The organizational culture as comprising the attitudes, experience, beliefs and values of the organization is acquired through social learning that control the way individuals and groups in the organization interacts with one another and other parties outside on it. This culture guides the way individuals and groups in the organization interact with one another and other parties outside on it. It is the premier competitive advantage of high performance organizations. Sadly, for others, organizational culture is the most difficult attribute to change it out lives founders, leader, managers, products, services and well high the rest. It is best improved by organizational learning for change (Serral, 2009)

The development of the individual is materially influenced by the kinds of rewards and satisfaction on the one hand or punishments and frustrations on the other which are characteristics of his company. Organization structure and management philosophy as represented in policies, their associated practices involve a variety of rewards and punishments and thus affect his growth. Participation is one of the most misunderstood ideas that has emerged from the field of human relations (Gershenfeld, 2006).

Studies suggest that management style affects organizational innovation. The traits theory possesses that entrepreneurs are the ones primarily responsible for initiating changes and novelties in the society. The explanation offered is that entrepreneurs possess certain traits such as risk propensity and ambitiousness that induce them to strive for better and greater things. Entrepreneurs are held responsible too for educating the society on the need for new ways of life and solutions to life problems (Idris, 2009).

Research has shown that the way employees are motivated contributes to their willingness to serve and to strive toward achieving the goal of the institution. It is therefore important that public administrators employ the most efficient and effective motivational techniques without losing sight of the fact that different motivational techniques work for different employees (Ashipaoloye, 2010).

Emperical investigations have generally concluded that intrinsic aspects of work positively influence job satisfaction. For example, an interesting job is considered by workers to be greatest positive determinant of job satisfaction (Skalli , 2007)

Ravasi and Schultz (2006) stated that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations. At the same time, although a company may have "own unique culture", in larger organizations, there is a diverse and sometimes conflicting cultures that co-exist due to different characteristics of the management team. The organizational culture may also have negative and positive aspects.

The study of organization culture remains important, although the enthusiasm is the same. The assumption is that organizations with the strong culture perform at higher levels than those without a strong culture. The research on the impact of culture on organizational performance is mixed, however, depending on how the research is done and what variables are measured (Griffin, 2012).

To sum up values, perceptions and ideas of what is important are the three component of job satisfaction. People will love with their job as long as they perceive that their jobs meet their important values. Organization can contribute to job satisfaction by addressing the four sources of job dissatisfaction, personal dispositions, job tasks and roles, supervisors and co workers and pay and benefits (Noe, 2009).

Job satisfaction is important for its humanitarian value and for its financial benefits. Employees with high job satisfaction believe that the organization will be satisfying in the long run, care about the quality of their job (Castillo, 2009).

Most people believe that the workers motivation was due largely to their interest in money. Job satisfaction is generally regarded as a set of feelings about work. It has to be considered along with other attitudinal concept such as morale , job involvement and organizational commitment (Anza, 2006). According to Buchanan (2006), job satisfaction is a complex and multifaceted concept, which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state.

Employee satisfaction, while generally is positive in the organization, can also be a downer if mediocre employees stay because they are satisfied with the work environment (Anuran, 2013).

Job satisfaction outcomes show that job satisfaction depends on the level of intrinsic and extrinsic outcomes and how the job holder views those outcomes (Gibson 2009). Followers with strong recognition values believe fame, visibility and publicity are important. Leaders can get followers to engage in and persist with desired behaviors by giving them opportunities for public recognition (Hughes, 2006).

The management of BATELEC 1 cannot articulate whether its employees are highly satisfied with their work and the benefits that they received . Indeed, there are factors that influence the performance of their work but both the management and employees could work harmoniously together and contribute to their mutual benefit. The organizational culture of BATELEC 1 is not perfect due to misunderstanding between the employees and the management with regards to employees' benefits as well as promotion. The management should continue reviewing the organization's existing programs concerning its people in implementing rules and regulations , policies and guidance among BATELEC 1 employees for their job satisfaction.

For many years, there is a large number of Filipino workers who

left the Philippines to secure a greener pasture in other country. An employee who is underpaid, overworked and unappreciated would want to leave and work abroad. The company human resource managers had been confronted with the scarcity of human capital. Therefore, in this challenging work sphere, it is a huge challenge for the top management to provide job satisfaction and formulate the organizational culture that makes them able to retain their skillful employees, give them motivation and to control the employees' turnover rate. By attaining the most effective human resource development program, quality of organization in terms of culture should be observed as motivator for employees to stay in their current job as well as the job satisfaction of every employee. A supportive work culture will help grow employees professionally and boost employee morale and employees satisfaction.

The researcher aimed to determine the organizational culture and job satisfaction among BATELEC I employees. As part of this organization , the researcher was inspired to assess the organizational culture and job satisfaction among BATELEC I employees. Thus, the result of this research will assist the management to enhance the organization culture and job satisfaction by providing an enhancement program that would result to increased motivation for job productivity and job satisfaction.

OBJECTIVES OF THE STUDY

This study generally aimed to determine the relationship of organizational culture and job satisfaction among the employees of BATELEC I. More specifically, to describe the demographic profile of the respondents in terms of age, civil status, gender, educational attainment, length of service and monthly salary; to assess the organizational culture of BATELEC I with regards to employees participation, goal clarity, management style, working relationship and organizational commitment; to determine the level of job satisfaction among the employees of BATELEC I in terms of compensation, benefits, working condition, interpersonal relationship, company policies and supervision, achievement, recognition, work itself, responsibility and advancement; to test significant relationship between the following variables: demographic profile and organizational culture, demographic profile and job satisfaction; organization culture and job satisfaction; and to propose strategies that could enhance the Human Resource Development Program for the benefit of both the company and the employees.

Ho: This study tested the hypothesis that there is no significant relationship between the following variables , socio- demographic profile of the respondents and their organizational culture; socio- demographic pro-

file of the respondents and their job satisfaction; and significant relationship exist between organizational culture and job satisfaction.

METHOD

Research Design

The researcher used the descriptive-correlation method of research in gathering needed information, which focused on the present condition of BATELEC I. This study described the organizational culture and demographic nature of the subject in terms of selected variables. Descriptive studies are valuable in providing facts that may form the basis for scientific judgments, the reason being that it provides the essential knowledge about the nature of object, persons, events or phenomenon such as schedules, interviews, observations, test questionnaires to mention. The approach is descriptive because this describes the organizational culture and job satisfaction among the respondents.

Participants

The researcher employed selected regular employees of BATELEC I as respondents of the study. Based on the records provided by the Human Resource and Development Section under the Administrative Division, Institutional Services Department of BATELEC I, there are 360 regular managerial, supervisory and rank and file employees . Using a 7 percent margin of error, the researcher chose the respondents by using a stratified random sampling from different BATELEC I offices particularly from Main Office (70), Nasugbu Area Office(16), Lemery Area Office (20) and Balayan Area Office (23).

Instrument

The researcher reviewed questionnaires from online sources, modified the instruments used by other studies and collated these to have an instrument appropriate to his study. The instrument is a modified version from online source and also the determinants survey of Kalaw (2011) and Castillo (2009). These were used to gather data needed for the study on organizational culture and job satisfaction of employees of BATELEC I. To validate the content and the presentation of the questionnaires, they were given to adviser for comments and suggestions. The questionnaires were distributed to regular employees of BATELEC I to gather data and information needed.

The questionnaire has three parts; Part I   determines the socio demographic profile of the respondents such as   age, sex, civil status, educational attainment, job position, length of service and monthly salary; Part II and III are modified questionnaires from the study of Kalaw (2011) and Castillo (2009) and from online sources. Part II is the Or-

ganizational Culture of BATELEC I, designed to identify the perceptions of the subjects on the organizational culture of BATELEC I with 50 statements based on the mentioned dimensions such as employees participation, goal clarity, management style, working relationship and organizational commitment (Robbins, 2007). Part III is the Job Satisfaction of BATELEC I . which determines the level of job satisfaction among the employees of BATELEC I with 49 statements in terms of compensation, benefits, working condition, interpersonal relationship, company policies and supervision, achievement, recognition, work itself, responsibility and advancement (Robbins, 2007).

To determine the organizational culture of BATELEC I, a Likert Scale type was used with the following assigned values Strongly Agree (4), Agree (3), Disagree (2) and Strongly Disagree (1).

Procedure

The researcher sought for the assistance of the Secretary of the General Manager of BATELEC I for the distribution of the questionnaire to the regular   employees. Prior to the data gathering, the researcher requested a permission from the Project Supervisor/ Acting General Manager of BATELEC I. After the permission was granted, the questionnaire were distributed to regular employees of respective department and areas. To ensure that said questionnaires were properly distributed to the respective respondents, the researcher had personally requested the assistance of the concerned department and area managers for the distribution and immediate retrieval of the questionnaire.

Data Analysis

The data gathered were tabulated, interpreted, tallied, encoded, analyzed and presented in tables. Frequency Distribution and Percentage were used to describe the socio-demographic profile of the respondents in terms of age, gender, civil status, job position, educational attainment, length of service and monthly salary. Weighted Mean was used to describe the employees' perception on organizational culture based on 5 dimensions such as employees participation, goal clarity, management style, working relationship and organizational commitment. Coefficient of correlation of Pearson's r was used to determine the significant relationship between the respondents' socio-demographic variables, organizational culture and job satisfaction.

RESULTS AND DISCUSSION

Respondents' Demographic Profile

In terms of age, most of them fall on the age bracket of 30 to 39

years old which comprised 38.5 percent of the respondents. It was followed by 40 to 49 years old, 36.2 percent of the respondents, and 20 to 29 years old which comprised 15.4 percent of the respondents. The least among the age group was 50 to 59 years old with 10.0 percent. This shows that the respondents are in the matured position to assess how culture in an organization affects job satisfaction and middle of their career.

Majority of the respondents are married. This could be interpreted that majority of the employees are breadwinner of their own families and responsible for the financial necessity in daily activities such as foods, clothing and tuition fees of their children and other expenses.

With regards to gender, majority of the respondents are male which obtained a frequency of 83 or 63.8 percent while female consist of 47 or 36.2 percent only . In BATELEC I, it shows that most of the employees are males serving member consumers as linemen, meter reader collectors and other field personnel.

In terms of job position, most of the respondents are in the rank and file which comprising 104 or 80.0 percent of the respondents. This fact can be attributed to the reason that managerial positions are occupied by only few leaders.

The distribution of respondents according to their length of service reveals that 53 employees or 40.8 percent of the respondents has stayed in the company for 11 to 20 years; There are 39 employees or 30.0 percent of respondents who stayed in the company for 10 years and below ; 38 employees or 29.2 percent of respondents have service record of 21 to 30 years.

In terms of educational attainment, almost half or 53.8 percent of the respondents finished Bachelor's degree. This shows that BATELEC I requires a degree for entry applicant depending on the specialization and skills needed.

In the modern world, the importance of highly specialized scientific and technical education is well recognized. But a broad education is also important in the university level in developing countries. In the context of higher education system, satisfying demand from employees for an increasingly sophisticated and rewarding education and training is needed to run a modern society and contribute to its further advancement.

Table 1. Organizational Culture in terms of Employee Participation

Employee Participation	WM	VI	Rank
1. Immediate superior at all levels have the opportunity to participate in this process of setting goals and objectives.	3.04	A	1
2. Key management devotes adequate time in advanced dynamic planning and involve subordinate in the process.	2.90	A	5.5
3. Employees have opportunities to clarify changing roles and relationships.	2.95	A	3
4. The communication between management and myself is adequate.	2.91	A	4
5. Employees are encouraged to participate in community extension program.	2.88	A	7
6. Employees are given chances to be involved in recreational activities.	2.90	A	5.5
7. Employees can participate in important decision making.	2.68	A	10
8. Employees can use their own judgment in problem solving.	2.77	A	9
9. Employees have empowerment to influence my quality of work.	2.87	A	8
10. Employees can generally exercises responsibility and achievement.	3.02	A	2
Composite Mean	**2.89**	**A**	

Legend: 3.50 – 4.00 = Strongly Agree (SA); 2.50 – 3.49 = Agree (A); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree(SD)

Table 1 describes the organizational culture of BATELEC I with regards to employees participation As seen from the table, the over-all assessment of the respondents on organizational culture in terms of employee participation was 2.89 and verbally interpreted as Agree. All items were assessed positively and immediate superior at all levels have the opportunity to participate in this process of setting goals and objectives, ranked first with weighted mean score of 3.04.. It can be read from the data that the respondents agree regarding their participation and involvement in the different process and activities. It was followed by claiming that employees can generally exercise responsibility and achievement. Employees have opportunities to clarify changing roles and relationships and the communication between management and oneself is adequate with 3.02, 2.95 and 2.91 respectively.

However, the items employees have empowerment to influence quality of work (2.87), employees can use their own judgment in problem solving (2.77) and employees can participate in important decision making (2.68) ranked the least though rated "Agree". The findings are indicative of the efforts of the employees to work as a team to accomplish the goal of the company. In other words, they consider everyone

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in the workforce as important in the success of the company. Employees agreed on the sense of involvement in the various recreational activities where deserving employees are recognized and honored for their service, commitment and outstanding performance.

In BATELEC I, there is employee participation such as community service like tree planting , cleaning the sea shore , and sending employees to taskforce to other coop affected by typhoon "Yolanda", in order to form a good organization culture imparted to other employees.

Table 2. Organizational Culture in terms of Goal Clarity

Goal Clarity	WM	VI	Rank
1. There are organizational objectives and targets.	3.08	A	3
2. The employees understand the direction and goals of the company.	2.89	A	5
3. Company's leadership has a clear vision of the future.	2.95	A	4
4. The company's strategy is different from competition.	2.85	A	6
5. My personal goals are linked to company goals.	2.84	A	7
6. Company leadership has made changes that are positive for the company.	2.76	A	8
7. Company has made changes which are positive for me.	3.10	A	2
8. Company is responding to the important external issues.	2.69	A	10
9. Company is responding to the important internal issues.	2.75	A	9
10. Company mission statements relate to corporate goals and objectives.	3.13	A	1
Composite Mean	**2.91**	**A**	

Legend: 3.50 – 4.00 = Strongly Agree (SA); 2.50 – 3.49 = Agree (A); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree(SD)

As seen from the table, the over-all assessment of the respondents on organizational culture in terms of goal clarity was 2.91, verbally interpreted as Agree. It can be deduced from the data that the respondents agree regarding the BATELEC 1 goal clarity.

Among the items mentioned, the company mission statement relates to corporate goals and objectives with a weighted mean value of 3.13,followed by the company has made changes which are positive for the respondents with a weighted mean value of 3.10 next is the organizational objectives and targets with weighted mean value of 3.08, company's leadership which has a clear vision of the future with weighted mean value of 2.95 and the company's strategy being different from competition with weighted mean value of 2.85. On the other hand, the

item company is responding to the important external issues ranked the last with weighted mean value of 2.69.

People in BATELEC I have in mind a clear picture of end goal they are to achieve. If this picture does not exist, they cannot tell if they are making progress or when they have completed the task or assignment, let alone if it has been completed properly. The time a manager spends in developing, communicating and clarifying the goals or ends to be achieved is time well spent. By focusing on the results, these show that employees of BATELEC I are aware of organizational objectives and targets because it is affected on the Key Performance Standard.

Table 3 describes the organizational culture of BATELEC I with regards to management style. It can be gleaned from the results that the respondents agree regarding the BATELEC I management style. As seen from the table, the over-all assessment of the respondents on organizational culture in terms of management style was 2.82 and verbally interpreted as Agree.

Table 3. Organizational Culture in terms of Management Style

Management Style	WM	VI	Rank
1. There is continuous, planned organizational review and renewal of management commitment to objectives.	2.98	A	1
2. There is a high productivity or quality standards required in the organization.	2.94	A	2
3. Management encourages human resources development.	2.74	A	8.5
4. There is coordination and cooperation in and among the organizational work units.	2.82	A	5.5
5. Management conducts meaningful and productive meetings.	2.88	A	3
6. Management confronts conflicts directly and setting disagreement rather than avoiding or ignoring it.	2.74	A	8.5
7. Management promotes creative thinkers and innovative performers.	2.82	A	5.5
8. There is equal employment opportunity and affirmative action for every employee.	2.68	A	10
9. Management seeks suggestions or ideas from employees and the public.	2.75	A	7
10. Management is willing to consider innovations proposed to increase organization effectiveness.	2.83	A	4
Composite Mean	**2.82**	**A**	

Legend: 3.50 – 4.00 = Strongly Agree (SA); 2.50 – 3.49 = Agree (A); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree(SD)

There is continuous planned organizational review and renewal of management commitment to objectives with a weighted mean value of 2.98, followed by having is a high productivity or quality standards required in the organization with a weighted mean value of 2.94, Management conducts meaningful and productive meetings with weighted mean value of 2.88.

At present, BATELEC I has created the management committee meeting which is conducted monthly to discuss the operation and financial status of BATELEC I in order to raise the problem encountered by each department and area offices. However, with regards to seminars the employee should have one seminar every year as required by NEA for key performance standards.

On the other hand, equal employment opportunity and affirmative action for every employee ranked the last with weighted mean value of 2.68. The management encourages human resources development and management confronts conflicts directly and setting disagreement rather than avoiding or ignoring it with a weighted mean value of 2.74 respectively. In BATELEC 1, every employee has an opportunity to attend one seminar every year for categorization standard and it was implemented to boost the morale of employee and create good organizational culture.

Table 4. Organizational Culture in terms of Working Relationship

Working Relationship	WM	VI	Rank
1. The atmosphere and interpersonal relations in respective department are friendly and cooperative.	2.88	A	5
2. The members encourage one another's best efforts reinforcing successful behavior.	2.95	A	1
3. The members maintain adequate standards of performance.	2.90	A	3
4. The group is open and ready for organizational changes.	2.91	A	2
5. The members work effectively as a team.	2.73	A	10
6. The group communicates well within the cooperative.	2.80	A	9
7. The group communicates satisfactorily with other cooperative.	2.88	A	5
8. The members provide groups input and participate in the management process as appropriate.	2.84	A	8
9. The members generally demonstrate pride in themselves and in their work.	2.86	A	7
10. The group actively seeks to utilize the skills and abilities of its members.	2.88	A	5
Composite Mean	**2.86**	**A**	

Legend: 3.50 – 4.00 = Strongly Agree (SA); 2.50 – 3.49 = Agree (A); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree(SD)

Table 4 describes the organizational culture of BATELEC I with regards to working relationship. As seen from the table, the over-all assessment of the respondents on working relationship was 2.86 and verbally interpreted as Agree.

Among the items mentioned, the members encourage each other's best efforts, reinforcing successful behavior with a weighted mean value of 2.95 , followed by the group being open and ready for organizational changes with a weighted mean value of 2.91, The members maintain adequate standards of performance with weighted mean value of 2.90. On the other hand, the members work effectively as a team, ranked the last with weighted mean value of 2.73.

Since BATELEC I is consumers service oriented company , the employees should be careful in delivering services to member consumers because any error that may occur will affect the credibility of the company. The important aspect is the behavior of employees', they should be polite and should respect the request of member consumer. The employees do not work as individuals but also as a team to work effectively in delivering good service.

Table 5 describes the organizational culture of BATELEC I with regards to organizational commitment . As seen from the table, the over-all assessment of the respondents on organizational culture in terms of organizational commitment was 2.85 and verbally interpreted as Agree.

Table 5. Organizational Culture in terms of Organizational Commitment

Organizational Commitment	WM	VI	Rank
1. Employee is willing to put in a great deal of effort beyond what is normally expected in order to help this organization to be successful.	2.88	A	3
2. Employee would almost accept any type of job assignment in order to keep working in the organization.	2.84	A	7
3. Employee really cares about the fate of the organization.	2.80	A	9
4. This organization really inspires employees the very best in the way of job performance.	2.82	A	8
5. Employee finds that his/her values and the organization values are similar.	2.79	A	10
6. Employee is proud to tell others that he/she is part of this organization.	2.88	A	3
7. Organization demonstrates commitment to providing satisfactory service to the employees.	2.86	A	6
8. Employee is extremely glad that he/she chooses the organization other than what he/she was considering before.	2.87	A	5
9. The Company does an excellent job of keeping employees informed about matters affecting them.	2.88	A	3
10. The organization visibly demonstrates a commitment to quality.	2.93	A	1
Composite Mean	**2.85**	**A**	

Among the items mentioned, the organization visibly demonstrates a commitment to quality with a weighted mean value of 2.93, followed by the company doing an excellent job of keeping employees informed about matters affecting them. The employee is proud to tell others that he/she is part of this organization and employee is willing to put in a great deal of effort beyond what is normally expected in order to help this organization to be successful with a weighted mean value of 2.88 respectively. On the other hand, employee finds that his/her values and the organization values are similar, ranked the last with weighted mean value of 2.79.

Table 6. Job Satisfaction in terms of Compensation and Benefits

Compensation and Benefits	WM	VI	Rank
1. Compensation is based on educational qualification and matches my responsibilities.	2.71	Satisfied	6
2. Performance evaluation is considered in determining yearly increase.	2.57	Satisfied	7
3. Experiences related to current position are considered in determining compensation of employees.	2.74	Satisfied	5
4. The practices have clear policies related to salaries, raises & bonuses.	3.06	Satisfied	4
5. Health insurance, maternity/paternity leaves are enjoined by regular employees.	3.34	Satisfied	2
6. Processing of government loans (SSS and HDMF) is extended.	3.28	Satisfied	3
7. Cost of living allowance /rice allowance/ representation allowance are practiced.	3.35	Satisfied	1
Composite Mean	**3.01**	**Satisfied**	

Legend: 3.50 – 4.00 = Highly Satisfied; 2.50 – 3.49 = Satisfied; 1.50 – 2.49 = Less Satisfied; 1.00 – 1.49 = Not Satisfied

Table 6 describes the level of job satisfaction among BATELEC I employees in terms of compensation and benefits. The respondents are satisfied on compensation and benefits with a composite mean of 3.01. In BATELEC I, the employee's compensation and benefits are given every fifteen and thirty of the month as one of the top performing electric cooperatives in the country, BATELEC I provides various benefits to its employees such as rice allowance, hazard allowance, accident benefit, uniform allowance, medical allowance, death benefit, separation and retirement benefits.

Table 7 describes the level of job satisfaction among BATELEC I employees in terms of working condition. It can be gleaned that the respondents considered their working condition as satisfied with composite mean of 2.86.

Table 7. Job Satisfaction in terms of Working Condition

Working Condition	WM	VI	Rank
1. There is spacious and well ventilated working space.	3.01	Satisfied	1
2. There are sufficient technical facilities(computer sets, office table ,etc).	2.98	Satisfied	2
3. There are bulletin boards in different offices for memo & other updates.	2.72	Satisfied	7
4. The facilities are clean and up to date.	2.76	Satisfied	6
5. There is flexibility in scheduling the work load.	2.86	Satisfied	4
6. There is safe and stress free working environment.	2.82	Satisfied	5
7. My work gives me a feeling of personal accomplishment.	2.89	Satisfied	3
Composite Mean	**2.86**	**Satisfied**	

Legend: 3.50 – 4.00 = Highly Satisfied; 2.50 – 3.49 = Satisfied; 1.50 – 2.49 = Less Satisfied; 1.00 – 1.49 = Not Satisfied

All items were assessed positively satisfied. There is spacious and well ventilated working space which ranked first with weighted mean (3.01) followed by having sufficient technical facilities like computer sets, office table (2.98) and the work giving a feeling of personal accomplishment (2.89) . However, bulletin boards in different offices for memo & other updates (2.72) ranked least, though also rated as satisfied.

In BATELEC I, each department is given its own room with well ventilated working space or provided with air conditioned room in order to work comfortably. By giving this privilege, the employee can work effectively and the result is positive on the part of the company. The office personnel are provided with their own personal computer for their respective work activities.

Table 8 describes the level of job satisfaction among BATELEC I employees in terms of interpersonal relationship. The data revealed that the respondents considered interpersonal relationship as satisfied with composite mean of 2.80.

All items were assessed positively satisfied; there is sense of belongingness when working with a group which ranked first with weighted mean (2.89) followed by cordiality of relationship with head or superior (2.88), and opportunities for social interaction among employees (2.81). However, harmonious relationship between the superior and the rank and file employees (2.70) ranked least though rated as satisfied.

Every employee has an opportunity to have an award if he em-

ployees has perfect attendance for the month and still be implemented in BATELEC I for the employees without late and complete attendance. There is harmonious relationship between the heads and subordinates to have honest and transparent communication. The people can approach with their head in order to solve the problem that they encounter.

Table 8. Job Satisfaction in terms of Interpersonal Relationship

Interpersonal Relationship	WM	VI	Rank
1. There is a sense of belongingness when working with a group.	2.89	Satisfied	1
2. Cordiality of relationship with head or superior.	2.88	Satisfied	2
3. Appreciation given by superior & co workers.	2.81	Satisfied	3.5
4. Opportunities for honest and transparent communication.	2.75	Satisfied	6
5. Opportunities for social interaction among employees.	2.81	Satisfied	3.5
6. Concern of superior and co-worker for well being.	2.78	Satisfied	5
7. Harmonious relationship between the superior and the rank in file employees.	2.70	Satisfied	7
Composite Mean	**2.80**	**Satisfied**	

Legend: 3.50 – 4.00 = Highly Satisfied; 2.50 – 3.49 = Satisfied; 1.50 – 2.49 = Less Satisfied; 1.00 – 1.49 = Not Satisfied

From the results, data show that the company still needs to work on the opportunities for social interaction among employees and employers. Appreciation motivates and brings harmony, unity and cooperative outlook among employees. Managers have to work as motivators of their subordinates. For this, effective communication, proper appreciation of work done and positive encouragement are necessary and useful. Results describe the employees should be given better cooperation from co-employees and cordial labor-management relations by giving social interactions activities to be able to have smooth work process.

Table 9 describes the level of job satisfaction among BATELEC I employees in terms of company policies and supervision. It can be gleaned from the data that the respondents are satisfied in terms of company policies and supervision with composite mean of 2.75.

Table 9. Job Satisfaction in terms of Company Policies and Supervision

Company Policies and Supervision	WM	VI	Rank
1. The coop employees' manual clearly defines the company policies.	2.92	Satisfied	1
2. Policies are easy to understand.	2.85	Satisfied	2
3. Employees perceive the policies as fair.	2.68	Satisfied	5
4. All persons in the practice follow the policies.	2.58	Satisfied	7
5. The employees have easy access to the policies.	2.73	Satisfied	4
6. Supervisors posses leadership skills.	2.67	Satisfied	6
7. There is consistent, timely and fair method for evaluating individual performance.	2.79	Satisfied	3
Composite Mean	**2.75**	**Satisfied**	

Legend: 3.50 – 4.00 = Highly Satisfied; 2.50 – 3.49 = Satisfied; 1.50 – 2.49 = Less Satisfied; 1.00 – 1.49 = Not Satisfied

All items were assessed positively satisfied; the coop employees' manual clearly defines the company policies ranked first with weighted mean (2.92) followed by policies being easy to understand (2.85) having consistent, timely and fair method for evaluating individual performance (2.79). However, all persons in the practice follow the policies (2.58) ranked least though rated as satisfied.

There is Code of Ethics and Discipline that the employees of BAT-ELEC I use as guide. In every company, there are policies to be followed in order to have good relationship among employees and the higher management. If the policies will be violated, there is disciplinary sanction to be imposed.

Table 10. Job Satisfaction in terms of Achievement and Recognition

Achievement and Recognition	WM	VI	Rank
1. Employees have clear, achievable goals and standards for their works.	2.98	Satisfied	2
2. Employees receive regular, timely feedback on how they are doing.	2.76	Satisfied	4
3. Employees' talents are being utilized.	2.63	Satisfied	6
4. Employees are adequately challenged in their jobs.	2.82	Satisfied	3
5. Employees are recognized for their major accomplishments in their job.	2.69	Satisfied	5
6. Employees in small victories are recognized.	2.52	Satisfied	7
7. Employees recognize staff members achievements on the job and have a formal program (such as perfect attendance).	3.02	Satisfied	1
Composite Mean	**2.78**	**Satisfied**	

Legend: 3.50 – 4.00 = Highly Satisfied; 2.50 – 3.49 = Satisfied; 1.50 – 2.49 = Less Satisfied; 1.00 – 1.49 = Not Satisfied

Table 10 describes the level of job satisfaction among BATELEC I employees in terms of achievement and recognition. It can be gleaned from the data that the respondents are satisfied in terms of achievement and recognition, with composite mean of 2.78.

Every employee has an opportunity to have an award if the employees has perfect attendance for the month and still be implemented in BATELEC I for the employees without late and complete attendance. All items were assessed positively satisfied, employees recognize staff members' achievements on the job and have a formal program (such as perfect attendance) ranked first with weighted mean (3.02), followed by employees have clear, achievable goals and standards for their works (2.98), and employees are adequately challenged in their jobs (2.82) . However, the item employees are recognized for small victories (2.52) ranked least, though rated as satisfied.

Followers with strong recognition values believe fame, visibility and publicity are important. Leaders can get followers to engage in and persist with desired behaviors by giving them opportunities for public recognition (Hughes, 2006).

Table 11. Job Satisfaction in terms of Work itself

Work itself	WM	VI	Rank
1. The work is meaningful.	3.12	Satisfied	1
2. The work really suits job description.	2.96	Satisfied	4.5
3. There are streamline processes to make work more efficient.	2.92	Satisfied	6
4. The work boosts morale and considers professional growth.	2.99	Satisfied	3
5. Management clarifies organizational roles and responsibilities so there are no confusion or overlap.	2.83	Satisfied	7
6. The work provides enough information to do the job well.	3.00	Satisfied	2
7. The work motivates to perform to the best abilities.	2.96	Satisfied	4.5
Composite Mean	**2.97**	**Satisfied**	

Legend: 3.50 – 4.00 = Highly Satisfied; 2.50 – 3.49 = Satisfied; 1.50 – 2.49 = Less Satisfied; 1.00 – 1.49 = Not Satisfied

Table 11 describes the level of job satisfaction among BATELEC I employees in terms of work itself. The respondents are satisfied with the work itself as revealed in the composite mean of 2.97.

Items assessed positively satisfied include the work being meaningful ranked first with weighted mean (3.12) followed by the work provides enough information to do the job well (3.00) and the work boosts

morale and considers professional growth (2.99). However, the management clarifies organizational roles and responsibilities so there is no confusion or overlapping (2.83), ranked least though rated as satisfied.

It could be gleaned from the result that the corresponding job descriptions are clearly given to every employee to properly identify the scope of their responsibilities. Work describes the entire main features of the job. It approximates the manner in which job is carried out, thus, it includes variables such as task activities, professional training, control achievement, variety and interest for the job.

Table 12. Job Satisfaction in terms of Responsibility & Advancement

Responsibility & Advancement	WM	VI	Rank
1. Employees perceive ownership of work.	3.01	Satisfied	2
2. Employees have sufficient freedom and authority.	2.95	Satisfied	4
3. There are opportunities for added responsibility.	2.88	Satisfied	5
4. Employees are rewarded for loyalty.	2.66	Satisfied	6
5. Employees are rewarded for performance.	2.62	Satisfied	7
6. Company supports continuing education & personal growth.	2.98	Satisfied	3
7. There is an opportunity to participate in seminars.	3.02	Satisfied	1
Composite Mean	**2.88**	**Satisfied**	

Legend: 3.50 – 4.00 = Highly Satisfied; 2.50 – 3.49 = Satisfied; 1.50 – 2.49 = Less Satisfied; 1.00 – 1.49 = Not Satisfied

Table 12 describes the level of job satisfaction among BATELEC I employees in terms of responsibility and advancement. The respondents are satisfied in terms of responsibility and advancement. as depicted by a composite mean of 2.88.

All items were assessed positively satisfied when there is an opportunity to participate in seminar, ranked first with weighted mean (3.02), followed by employees perceive ownership of work (3.01) and company supports continuing education & personal growth (2.98). However, the employees are rewarded for performance (2.62) ranked least, though rated as satisfied.

Relationship of Demographic Profile and Organizational Culture

It was found out that there is a slight positive correlation but only educational attainment shows significant relationship on management

style (0.037) and working relationship (0.006) since the obtained –value was less than 0.05 level of significance, thus, there is a significant relationship that exists on the variables mentioned. This also implies that the respondents' management style and working relationship is affected by the degree that they earned.

Other demographic variables do not show significant relationship on employee participation, goal clarity, management style, working relationship and organizational commitment.

It was revealed that there is no significant relationship which exists between the respondents' demographic profile and their level of job satisfaction. This was observed by the obtained eta values which indicates that there is a slight positive correlation and the computed p-values were all greater than 0.05 level of significance; thus, the null hypothesis is accepted. This also means that the respondents' job satisfaction does not depend on their personal profile.

It can be gleaned from the table that all computed r-values indicate moderate positive correlation and the resulted p-values were all less than 0.01 level of significance; thus, the null hypothesis of no significant relationship between organizational culture and job satisfaction is rejected. This means that a relationship exists and it entails that the better organizational culture, the more satisfied they are in their job.

Employees seemed to be reasonably satisfied with the dimensions, customer orientation, organizational integration, performance orientation and reward orientation, while conflict resolution, disposition toward change, locus of authority and management style and task structure were perceived more negatively. Most of the aspects perceived negatively relate to the management and leadership style within the organization, which may warrant further investigation and development activities for managers. It may consequently also warrant the organization under study to investigate both the context and content of work within the organization, as dimensions perceived less favorably relates to both hygiene factors and motivators when related to Herzberg's theory of motivation. Employers can integrate these findings by shaping organizational culture in such a way as to enhance the overall level of job satisfaction of their employees, making them more willing to remain and build their career within the organization. This means the organization can minimize the chances of losing talented individuals and is thus more likely to create a competitive advantage.

CONCLUSIONS

Most of the respondents are in the middle of their career, with a considerable number of years of experience, bachelor's degree holder, family men, in the rank and file position, earning a decent salary. The respondents agreed that clear goals are set and that employees participate in the continuous review of objectives and commitment to quality. The employees of BATELEC 1 are satisfied with their compensation, benefits, working areas, the sense of belongingness with a group, clearly defined policies and recognition in job. The management style in an organizational culture is affected by the educational attainment of the employees. Job satisfaction is not related with the demographic profile of the employees while a highly significant relationship exists between the organizational culture and job satisfaction of the BATELEC 1 employees. Proposed strategies to enhance organizational culture and job satisfaction were formulated.

RECOMMENDATIONS

The management of BATELEC 1 may continue to develop the strategy to increase the salary among rank and file employees. The management of BATELEC 1 may review the corporate mission statement that relates to goals and objectives, plan organization review and renew management commitment. The management may revisit its policies and program on personnel to address the findings and to make corrective actions in the areas that need improvement specifically on compensation, benefits and working areas of employees. The management may have a regular monthly management committee meeting in order to address the findings in the operations of the coop. The management may create a task force to study and formulate new strategies and direction to enhance organizational culture and improve job satisfaction of BATELEC 1. Finally, a study of similar objectives, employing other variables may be conducted by future researchers.

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