

# Work Values and Job Satisfaction among Seafarers in J-Phil Marine Incorporated

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**Abstract** - *The study identified the level of work values and job satisfaction of the seafarers and staff in J-Phil Marine Incorporated. Specifically, the study obtained the demographic profile variables of the respondents, outlined the benefits of work values and job satisfaction which improve seafarers/employees performance (Brennan, 2008) and determined how J-Phil Marine Incorporated can motivate its crew officers and ratings for enhanced involvement in the organization. The researcher employed single random sampling techniques in selecting 154 respondents while informants were selected purposively for data generated through questionnaire and interviews conducted.*

*Results showed that the respondents of J-Phil Marine Inc. consider very important are the intellectual achievement, familial and inter-personal aspects, while subscales of work values important. Respondents are highly satisfied in their job. Age, length of service, monthly income and educational attainment are highly influence/related to the work values. Gender and civil status are both not influenced/related to the work values of the respondents. In job satisfaction, the age and length of service are influenced, while the rest of variables of the respondents are not influenced.*

*Highly significant relationships on the work values and job satisfaction are from the familial, inter-personal, managerial, material, occupational, religious, organizational and variety of aspects while environmental and intellectual achievement are significant to them.*

**Keywords:** *work values, job satisfaction, seafarers, maritime*

## INTRODUCTION

Maritime Industry has experienced various reforms which have positioned the agency for growth. This growth has necessitated increasing need for employee skills and training in order to meet the expected growth. A study of the J-Phil Marine Incorporated (2004) operation reveals that one of the challenges in the organization is to improve operational efficiency and reduce fixed and variable costs to enhance profitability. This improvement sought can be better met by well trained employees and seafarers (Dimauga, 2008). J-Phil Marine Incorporated is a duly registered company licensed to provide sea-based manpower services. Company maintained its ISO 9001-2008 certification under SGS Philippines since 2010 up to present, since its inception in 1998, it has always been our credo to service the world with competent Filipino seafarers. Believing that good human resources are investment to successful navigation from three vessels, now it has servicing 30 vessels composed mostly of tankers and VLCC with 1,585 seafarers. It is the government set

up POEA, which regulate the deployment of seafarers and the crew agencies. After joining a crew agency, the seafarers still have to look for jobs on their own. Many Filipino seafarers make daily visits to their agencies in order to stay “up to date” and get informed concerning new announcements and job postings (Zhao & Amante, 2005).

Seafarer refers to any person who is employed or engaged in any capacity on board a seagoing ship navigating the foreign seas other than a government ship used for military or non-commercial purposes. The definition shall include fishermen, cruise ship personnel and those serving on foreign maritime mobile offshore and drilling units (Garcia, 2002). Amante (2003) noted that “although the Philippines provides more than one quarter of the world’s seafarers employed abroad for internationally trading ships, and its position as the world’s leading supplier of ships’ crew seems assured, it has not been possible for crew managers, officers of international agencies, associations and other interested parties to find reliable information about Filipino seafarers and their

circumstances in one published document.” With the growing percentage of international business still done by sea, the seafarers spend relatively long period far from their family (Batiduan, 2008).

Job satisfaction is directly linked to needs of a person (Arfat & Rainyee, 2014) i.e. if his physiological and psychological needs are more or less being met he is satisfied. Filipino seafarers are generally family-oriented (Batiduan, 2008). A seafarer spends about half of his prime life on board; hence the job environment influences his personality to a large extent. The seafarer on interaction with people and society, intrinsically or extrinsically leaves an opinion about seafaring with them (Laubstein, 2007). Aamodt, (2009) defines job satisfaction as “the attitude an employee has toward his job.” One of the most important areas of the work situation to influence job satisfaction—the work itself—is often overlooked by practitioners when addressing job satisfaction (Saari, 2004). It can be a reflection of organizational functioning (Salanova, 2010). Wheeler (2011) sustained this notion that provision of excellent customer service is critical to the survival of organizations especially service oriented organizations (Bay, An & Laguador, 2014) when he maintained that: Profit and growth are stimulated by customer loyalty.

The society’s view about the career would largely depend on how the seafarers look at their career, what they communicate to people and how they think it can be improved (Inderveer Solanki, 2007). Complexity, competition, and change set the agenda for organization to include in their vision and strategy the need for high knowledge informed workers, supported by high knowledge informed line managers (Gibb, 2004). Ellinger et al (2005) added that the success of many firms is becoming increasingly linked to the growth, development, and retention of human capital (Deligero & Laguador, 2014). The workplace, especially in the maritime setting, is a valuable arena for studying the need for and ways to enable health promotion initiatives, considering the time spent on duty (as well as off duty) on board (Hjarnoe & Leppin, 2013).

The purpose of this study was to help of J-Phil Marine Incorporated in improving operational efficiency, that is, to optimize its internal resources which include the employees of the organization. A second challenge is to reduce costs to enhance profitability. Another challenge is in the area of customer/crew satisfaction (Laguador et al., 2014) where it was ranked 8<sup>th</sup> to 10<sup>th</sup> amongst Maritime

Industry in 2017. From the vision and mission statement of the J-Phil Marine Incorporated, it seeks to be the clear leader through provision of the best services. These challenges (operational efficiency, cost reduction, and customer satisfaction) on the other hand, can easily erode the leadership position the maritime industry aims in its vision statement. Also, it considers how, based on the findings, the J-Phil Marine Inc., can motivate its superiors to be better involved in their subordinates’ learning (Mendoza, Laguador & Buenviaje, 2014). The findings from this study will give inference to whether the J-Phil Marine Inc. should or should not integrate its seafarers’ in the training and coaching (Carter, 2005; Longenecker, 2010; Mathews 2011) of its employees and crew.

This thesis aimed to illuminate how a group of Filipino seafarers experienced their work on international vessels and what impact this work has on their lives. It focused on Filipino Work Values (Dean, 2001) and their job satisfaction (Javier & Deligero, 2014) since today a large part of the crew has been in the maritime work on a global scale. Another significant focus is on the appraisal performance of the crew. An interest in the global and constantly changing labour market is what made the researchers choose the topic. The seafaring profession is in many ways considerably different from other forms of employment and is therefore believed it would be interesting to highlight.

## **OBJECTIVES OF THE STUDY**

This study aimed to find out the work values among seafarers’ in J-Phil Marine Incorporated and their relationship to job satisfaction. Specifically, it intended (1) to describe the profile of the respondent in terms of Gender, Age, and Civil status, Length of service, Monthly income, and Educational Attainment. (2) is to determine the work values of seafarers in terms of Filipino Work Values Scale (FWVS). (3) to assess the job satisfaction of the seafarers. (4) to test the significant difference between the respondents’ profile and work values, respondents’ profile and job satisfaction, and work values and job satisfaction.

## **METHODS**

### **Research Design**

This study made use of descriptive research to describe characteristics of a population or phenomenon being studied. It does not answer questions about how/why/when the characteristics occurred. The characteristics used to describe the situation or populations are usually some kind of

categorical scheme also known as descriptive categories. Descriptive research generally precedes explanatory research. One of the goals of science is description (other goals include prediction and explanation), they do not make accurate predictions, and they do not determine the cause and effect.

### **Participants**

In this study, the respondents consisted of 15 operational staff, and 1,585 seafarers within J-Phil Marine Incorporated who are deemed to be well-informed in this domain. However, due to financial and time constraints to complete this study, a sample of at least 154 respondents of J-Phil Marine Incorporated will used of 35% effect size and 95% probability level of Scheffe method.

### **Instrument**

The major tool in data gathering was the questionnaire. The data and information gathered through questionnaire were augmented by information through unstructured interview which was conducted on the same respondents. The questions used for employees/seafarers were divided into functional area of relevance aspects: Part 1, is about the demographic profiles of the respondent indicating the gender, age, marital status, length of service, monthly income and educational attainment; and Part two, the is one Filipino Work Value Scale (FWVS). A standardized instrument developed by Cervera (1988) designed to access the work values as: environmental, intellectual achievement oriented, familial, inter-personal, managerial, material, occupational, religious, and organizational and variety was used. An inventory containing 80 items as identifiers determined the work values of the respondents. Each subscale has a corresponding subject of items and the respondents indicated the importance of each item using the five-point scale. Table 1 presents the distribution of items of each subscale, the total number of items and percentage of each scale. Findings of Cervera (1987) states that Filipino Work Value Scale is a valid and reliable measure of work values. The data on validity and reliability were based on the responses of respondents of the 80 item final draft of the Filipino Work Value Scale; and Part 3, the Minnesota Satisfaction Questionnaire, a standardized instrument of job satisfaction of the seafarers in J-Phil Marine Incorporated was also utilized.

### **Procedure**

Before the administration of the questionnaire, the researchers observed the standard procedures. First,

the researcher secured a Letter of Endorsement from the thesis professor and presented same to the concerned authority of J-Phil Marine Incorporated. Then, a preliminary interview was conducted to get an overview of the flow of the study. It was administered directly to the respondent and while the questionnaire was personally being administered and while waiting for the retrieval of the question, some respondents were interviewed. Their responses were used as the basis of the study. In addition, the researcher also conducted interview and library research for the said respondents, books and unpublished thesis were also used as references.

### **Data Analysis**

The data gathered from the retrieved questions were tallied, tabulated, analyzed and interpreted. Frequency and Percentage-these were used to describe profile of the respondents in terms of age, gender, marital status, length of service and monthly income; Weighted Mean-this was used to determine the level of work values of the seafarers and improving employee satisfaction of the respondents; Pearson r was used to determine if the relationship exists between the respondents demographic variables and their work values and job satisfaction. Similarly, Pearson r was used to find out if the respondents' work values were significantly related to their job satisfaction. This was utilized to determine the level of work values of the respondents as well as their job satisfaction.

The given scale was used to analyze the result of the survey: 4.50 – 5.00 = Very Important (VI); 3.50 – 4.49 = Important(I); 2.50 – 3.49 = Moderately Important (MI); 1.50 – 2.49 = Unimportant(U); 1.00 – 1.40 = Very Unimportant (VU). In terms of satisfaction, the given scale was used: 4.50 – 5.00 = Highly Satisfied (HS); 3.50 – 4.49 = Satisfied (S); 2.50 – 3.49 = Moderately Satisfied (MS); 1.50 – 2.49 = Less Satisfied (LS); 1.00 – 1.40 = Not Satisfied (NS)

## **RESULTS AND DISCUSSION**

Table 1 shows the percentage distribution of the respondents in terms of their profile. As gleaned from the table, it can be seen that 142 out of 154 employees and seafarers' of the J-Phil Marine Incorporated were male or 92.20% of the total respondents. The female respondents represent the minority group, with only 12 female of J-Phil Marine Incorporated employees or 7.80% of the total respondents.

Table 1. Percentage Distribution of the Respondents' Profile

Profile Variables	F	%
<b>Gender</b>		
Male	142	92.20
Female	12	7.80
<b>Age</b>		
23 years old to 27 years old	68	44.20
28 years old to 32 years old	23	14.90
33 years old to 37 years old	19	12.30
38 years old to 42 years old	14	9.10
43 years old to 47 years old	17	11.00
48 years old and above	13	8.40
<b>Civil Status</b>		
Single	80	51.90
Married	74	48.10
<b>Length of Service</b>		
1 year to 5 years	106	68.80
6 years to 10 years	41	26.60
11 years to 15 years	4	2.60
16 years above	3	1.90
<b>Monthly Income</b>		
16,000 to 23,000	5	3.20
24,000 to 31,000	4	2.60
32,000 to 39,000	65	42.20
40,000 above	80	51.90
<b>Educational Attainment</b>		
College Graduate	106	68.80
High School Graduate	48	31.20

The disparity in sex distribution seems to be consistent with the common observation that the male dominates the population over that of their female counterpart. Such difference is a manifestation that reference for the position requires male. This result could perhaps be explained by the fact that J-Phil Marine Incorporated is a manning/shipping agency. As a manning/shipping agency, it is engaged to deploy a labour related to seafarer activities which understandably needs the services of male employees.

From this table, it can be gleaned that the largest age group is 23 – 27, which composed 68 respondents or 44.20%. The next largest group is the 28 – 32 years old showing 23 respondents or 14.90%. Those 33 to 37 years old consist of 19 respondents or 12.30%. Next are those 38 to 42 years old with 14 respondents or 9.10%, than in the age of 43 to 47 years old with 17 respondents or 11%. Those in the 48 years old and above have 13 respondents or 8.40% of the total respondents. This data shows that most of the respondents are in the age bracket of 23-27 years old. This age group is considered by the agency to be the middle age – an age where the employee/seafarers'

are observed to be more capable of and responsible for performing their assigned tasks.

It can be said that majority of the J-Phil Marine Incorporated employees and seafarers who are considered in this study are single as evidenced by its frequency 80 respondents or 51.90%. Single workers have less responsibility and find it easy to work in other country unlike in the married workers that have more responsibilities and have difficulty working far from their family most for their children.

There were 106 employees/seafarers or 68.80% who working in the J-Phil marine Incorporated for 1-5 years. The next group comprised of 41 employees/seafarers or 26.60% for 6-10 years, 4 employees/seafarers or 2.60% for 11-15 years, and last, 3 employees/seafarers or 1.90% of total respondents for 16 years above. The result could perhaps be explained by the fact that the J-Phil Marine Incorporated is a service oriented agency and is tasked to ensure a well-coordinated, streamlined and quality operation within the organization which requires a long term preparation and implementation by the seafarers who are involved in each function or area of their job.

There were 5 employees receiving salaries from Php16,000-Php23,000, 4 seafarers/employees receiving salary of Php24,000-Php31,000, 65 seafarers receiving salary of Php32,000-Php39,000, while the 80 majority seafarers receive a salary of Php40,000 above. The above-mentioned salary may be highly significant to meet the high cost of living of the seafarers. Perhaps the management of J-Phil marine Incorporated should look into their salary for the additional increase to the welfare and well being of their seafarers.

Lastly, this table shows that the 48 employees/seafarers or 31.20% are high school graduate, while the majority group are college graduate with 106 employees/seafarers or 68.80%. It means that all employees/seafarers of J-Phil marine incorporated have skilled and professional workers.

Table 2 shows the level of work values of the seafarers in J-Phil Marine Incorporated in terms of FWVS (Filipino Work Values Scale, Cervera). It presents the respondents' environmental work values. Ranking the composite mean responses of the group, what appears to be **very important** to the J-Phil Marine Incorporated seafarers is that the place of work be located in a nice and clean environment, with a weighted mean of 4.82, a place of work with complete and updated or modern facilities and a place

of work with good ventilation, with a weighted mean of 4.53.

Table 2. Environmental Work Values of Seafarers

Indicators	WM	VI	Rank
1. A place of work which is not far from where you live.	4.23	I	9
2. A place of work with which is accessible buy public transportation.	4.38	I	7.5
3. A job, with a relaxing atmosphere.	4.48	I	4.5
4. A place of work is located in a nice and clean environment.	4.82	VI	1
5. A place of work, which is quite.	4.39	I	6
6. A place of work with complete and updated or modern facilities.	4.53	VI	2.5
7. A place of work which is not polluted.	4.38	I	7.5
8. A place of work with good ventilation.	4.53	VI	2.5
9. A spacious working area.	4.48	I	4.5
<b>Composite Mean</b>	<b>4.47</b>	<b>I</b>	

The above data reveal that seafarers' in J-Phil Marine Incorporated prefer to work in a healthy environment. They strictly implement the safety measures of their seafarers.

Similarly, these seafarers considered a job, with a relaxing atmosphere and a spacious working area, important with weighted mean of 4.48. Lastly in the rank, a place of work which is not far from where they live is important to them with weighted mean of 4.23. They don't like distraction in their work and they want to be relaxed. These results show that most respondents are concerned primarily with their safety and health. Next is convenience and with less priority on modern facilities. This can be explained by their age and pressure in their work.

Table 3. Work Values of Seafarers as to Intellectual Achievement Orientation

Indicators	WM	VI	Rank
1. A job, which maximizes your potential.	4.71	VI	2
2. Work assignments, which are challenging enough to motivate you to study continuously.	4.31	I	11
3. A work organization where programs are conducted for the improvement and occupational advancement of the employees.	4.38	I	9
4. A boss who gets your opinion about your work.	4.55	VI	4.5
5. A job which helps you to gain maturity in decision making.	4.82	VI	1

Table 3 (cont.) Work Values of Seafarers as to Intellectual Achievement Orientation

Indicators	WM	VI	Rank
6. Membership in work and/or professional organizations, which provide a greater chance for intellectual advancement.	4.37	I	10
7. A job, which gives you opportunity for independent thought and action.	4.58	VI	3
8. A job, which gives you feeling of worthwhile accomplishments'.	4.55	VI	4.5
9. A job which allows you to improve your academic and professional training.	4.44	I	7
10. Work an assignment which gives you opportunities to improve your skills.	4.41	I	8
11. Feeling of self-worth in your job.	4.51	VI	6
<b>Composite Mean</b>	<b>4.51</b>	<b>VI</b>	

As shown in Table 3, the J-Phil Marine Incorporated seafarers considered a job which helps to gain maturity in decision making very important as indicated in the mean responses of 4.82. This simply means that they are willing to pursue to learn more through the help of other people and develop a good relationship between the superior and their subordinates (Busch, 2010). The result reveals that seafarer's/employees of J-Phil Marine Incorporated value self worth as decision makers' conscious of their accomplishments and welcome challenging and professional training.

Table 4. Familial Work Values of Seafarers

Indicators	WM	VI	Rank
1. A job which does take you away from your family.	4.89	VI	1
2. Work assignments which do not pull you away from your family much of the time.	4.53	VI	4
3. A job, which spares your time to be with your parents.	4.36	I	5
4. A job, which your family approves of.	4.56	VI	3
5. A job which gives you enough time to attend to the needs of your family.	4.61	VI	2
<b>Composite Mean</b>	<b>4.59</b>	<b>VI</b>	

Table 4 shows the respondents' familial work values. First in rank indicates "a job which does take them away from their family", which the respondents considered very important to them with a mean value

of 4.89. This means that they have a strong attachment with the members of their family. Second in the rank is “a job which gives you enough time to attend to the needs of your family” very important to them with weighted mean of 4.61, and “a job, which your family approves of” with weighted mean of 4.56. They manifest too much involvement with the family, close relatives and friends that make them hesitant to work anywhere else far from home. They considered “A job, which spares your time to be with your parents”, important by them with a means value of 4.36. Obviously, their own immediate family is the primary concern of the respondents because most of the seafarers’/employees of J-Phil Marine Incorporated are married.

Table 5. Work Values of Seafarers in terms of Filipino Work Values as to Inter – Personal

Indicators	WM	VI	Rank
1. A work organization which provides opportunities for social interaction among the employees.	4.53	VI	6
2. A place of work where everybody is friendly.	4.76	VI	1
3. A job which is in line with your education and training.	4.27	I	13
4. Working with people who are cooperative	4.42	I	10
5. Working with people who do not gossip.	4.52	VI	7
6. Working with superior who mingle freely with most of the employees.	4.48	I	8
7. A job which gives you opportunity to know more people and to gain more friends.	4.59	VI	4
8. Working with people who have “pakikisama” i.e., who are yielding to the will of the leader or majority so as to make the group completely agree in decisions.	4.73	VI	2
9. Working with people who show concern for your well-being.	4.37	I	11
10. A place of work where the superiors have a personal concern for you.	4.45	I	9
11. Working with people who hold values, which to a large extent are similar to you.	4.58	VI	5
12. Working with people has are easy to get along with.	4.60	VI	3
13. A job, which gives you to develop close friendship with your colleagues.	4.31	I	12
<b>Composite Mean</b>	<b>4.51</b>	<b>VI</b>	

As shown in table 5, the respondents considered “a place of work where everybody is friendly” very important for them with a weighted mean of 4.76. “Working with people who have “pakikisama” i.e., who are yielding to the will of the leader or majority so as to make the group completely agree in decisions” very important to the respondents with weighted mean of 4.73. Working with people has are easy to get along got a weighted mean of 4.60, while a job which gives you opportunity to know more people and to gain more friends are also very important to the respondents with a weighted mean of 4.59.

Values which are important to them include working with superior who mingle freely with most of the employees with a weighted mean of 4.48; a place of work where the superiors have a personal concern for them obtained a weighted mean of 4.45, and working with a people who are cooperative with a weighted mean of 4.42. Last in the rank, important to them is a job which is in line with their education and training with a weighted mean of 4.27.

This could mean that they hold values on emotional closeness with their peers, and they give due respect for authority thereby creating harmonious working relationships and give them respect not withstanding their superior positions.

Table 6. Work Values of Seafarers in terms of Filipino Work Values as to Managerial

Indicators	WM	VI	Rank
1. A work organization which gives you freedom to make decision on matters of which you are responsible.	4.50	VI	3
2. A boss who tells you about the over-all plans of the organization and allows you to get involved in the implementation of this plan.	4.25	I	6
3. A job, which offers you opportunities to direct and implement task.	4.14	I	7
4. A job, which gives you more right and power over others.	4.46	I	4
5. Working with superiors who train you to integrate and coordinate organizational resources (men, materials, money, time and space, for examples) towards the accomplishments’.	4.56	VI	2
6. A place of work, which recognizes your ability to make human and physical resources of your work organization productive.	4.42	I	5
7. A job, which requires you to integrate the activities of people.	4.70	VI	1
<b>Composite Mean</b>	<b>4.43</b>	<b>I</b>	

As gleaned from the table, it shows that the seafarers prefer a job, which requires you to integrate the activities of people, deemed very important to them with the weighted mean of 4.70. Second in the rank is working with superiors who train seafarers to integrate and coordinate organizational resources (men, materials, money, time and space, for example) towards accomplishments with a weighted mean of 4.56, followed by a work organization which gives them freedom to make decision on matters of which they are responsible with a weighted mean of 4.50. Important to them with a weighted mean of 4.46, a job, this gives them more right and power over others, a place of work, which recognizes their ability to make human and physical resources of your work organization productive with a weighted mean of 4.42. A boss who tells them about the over-all plans of the organization and allows them to get involved in the implementation of this plan got a weighted mean of 4.25.

This result means that material value of seafarers' in terms of their involvement gives freedom to make decision on which they are responsible, integration of people's activities and their performance to recognize their ability to merit. It means that in terms of managerial values of J-Phil marine incorporated seafarers and employees want to be independent in performing their tasks and to have freedom in making decision specifically on their areas of responsibility.

Table 7. Material Work Values of Seafarers

Indicators	WM	VI	Rank
1. A high salary/pay.	4.38	I	5
2. A job, which compensates your effort well.	4.34	I	7
3. A job, which has security tenure.	4.42	I	3
4. Job security.	4.67	VI	1
5. A work organizations which has a program for promotions and salary increases.	4.35	I	6
6. A job, which offers you may opportunities to earn extra money.	4.52	VI	2
7. Fringe benefits such as housing, SSS/GSIS insurance, vacation sick or study leaves with pay, free sack of rice and others	4.40	I	4
8. A job, which gives you prestige.	4.23	I	8
<b>Composite Mean</b>	<b>4.41</b>	<b>I</b>	

Table 7 presents the respondents' material work values. As gleaned in this table, seafarers'/employees of J-Phil Marine Incorporated considered job security

with a weighted mean of 4.67. A job which offers you may opportunities to earn extra money with a weighted mean of 4.52 are both very important. This mean that the respondents want to ensure and focus on the change in embraced, adopted and utilized by the employees/seafarers who have to do their jobs differently as a result of the effective performance. They consider an important a job which has security tenure with a weighted mean of 4.42. Fringe benefits such as housing, SSS/GSIS insurance, vacation sick or study leaves with pay, free sack of rice and others with a weighted mean of 4.40, and also a high salary/pay got a weighted mean of 4.38. Considered also important, a job, which gives their prestige, got a weighted mean of 4.23.

From the data gathered, it is implied that seafarers'/employees of J-Phil Marine Incorporated prioritize most the satisfaction of their basic needs such as housing, money, security of tenure. It means that the respondents want to achieve power and promotion based on the job performance and achievement in their areas. They want to be assured of the availability of these needs and their security during navigation.

Table 8. Occupational Work Values of Seafarers

Indicators	WM	VI	Rank
1. A job, which allows you to help those in need of your service.	4.25	I	9
2. Membership in work and/or professional organizations which satisfy your need for acceptance.	4.40	I	7
3. A job of which you are fully knowledgeable.	4.50	VI	4
4. A job which gives you authority proportionate to your position.	4.66	VI	1
5. Working with honest superiors.	4.62	VI	2
6. A job which maximizes use of your training and education.	4.47	I	6
7. Working with superiors who are fair in their dealings with their subordinates.	4.49	I	5
8. A job, which offers is in line with your interest.	4.55	VI	3
9. Working with people who recognize your merit.	4.36	I	8
<b>Composite Mean</b>	<b>4.48</b>	<b>I</b>	

Table 8 indicates the respondents occupational work values. As gleaned in this table, the respondents considered, "a job which gives you authority proportionate to your position", very important with weighted mean of 4.66. It means that the respondents want to ensure that in every decision; all those involve

in a team or in an organization must be aware of each other. It is very important for every seafarer's in terms of occupational values because every decision that made will help for better a more efficient and strong relationship in a team they belong. Second on the rank is working with honest superiors with weighted mean of 4.62. This means that it has seafarer's feel secured during navigation, and perform their job safety.

They also considered a job which offers is in line with your interest, a job of which you are knowledgeable, as manifested in their responses with weighted means of 4.55 and 4.50 very important. This clearly implies that the respondents feel satisfied and fulfilled if their jobs are in the line with their chosen career so they can use their knowledge and skills with high level of acceptance.

Similarly, they considered, working with superiors who are fair in their dealings with their subordinates, important to them with weighted mean of 4.49. A job which maximizes the use of training and education got a weighted mean of 4.47. A job, which allows them to help those in need of their service, important to them with a weighted mean of 4.25. The data clearly imply that the respondents are aware, conscious and consider values of honesty, fairness, and knowledge in the disposition of their functions as superiors very important.

**Table 9. Religious Work Values of Seafarers**

<b>Indicators</b>	<b>WM</b>	<b>VI</b>	<b>Rank</b>
1. A job, which gives you time to attend to your church and other religious activities.	4.28	I	6
2. Working with God fearing, subordinates.	4.36	I	4
3. A job which does not place you into situations which are in conflict with your religious convictions.	4.27	I	7
4. A work organization where you are to stand for your religious principles regardless to the consequences.	4.34	I	5
5. A place of work where you are allowed to exercise your religious facilities.	4.67	VI	2
6. Working with people who have the same religious beliefs as you have.	4.84	VI	1
7. A job, which offers you opportunities to serve GOD and be close to HIM.	4.48	I	3
<b>Composite Mean</b>	<b>4.46</b>	<b>I</b>	

Table 9 displays the respondents' religious work values. As gleaned ins this table, "working with people who have the same religious beliefs as they have", is considered very important with a weighted mean of 4.84. They also considered a place of work where they are allowed to exercise their religious facilities with a weighted mean of 4.67 very important. It means that the respondent wants to be a good leader by their areas. The Marine Corps mentioned that, the sum of those qualities of intellect, human understanding and moral character that enables a person to inspire and control a group of people successfully. Most of all, the seafarers'/employees are GOD-centered, that they want to be regarded as leaders that exemplify religious values that are worth emulating.

Therefore, working with God fearing, subordinates with a weighted mean of 4.36, a job which offers you opportunities to serve GOD and be close to him with a weighted mean of 4.48, a work organization where you are to stand for your religious principles; a job, which gives you time to attend to your church and other religious activities; to the seafarer's with a composite mean of 4.28 are all considered important.

**Table 10. Work Values of Seafarers in terms of Filipino Work Values as to Organizational**

<b>Indicators</b>	<b>WM</b>	<b>VI</b>	<b>Rank</b>
1. A work organization where the management exerts efforts to make the employees aware of issues affecting them (the employees).	4.39	I	6
2. A work organization which is able to motivate its employs to follow its policies.	4.49	I	2.5
3. A work organizations which you are proud of being a member.	4.59	VI	1
4. Membership is organization, which fosters openness and helpfulness among others.	4.40	I	5
5. Working with superiors who are aware of issues affecting workers.	4.49	I	2.5
6. Workings with superiors who make you feel you are important part of the organizations.	4.42	I	4
<b>Composite Mean</b>	<b>4.46</b>	<b>I</b>	

As shown in the table, the seafarer's of J-Phil Marine Incorporated deemed that a work organizations which you are proud of being a member, very important to them with a weighted mean of 4.59.

It means that they themselves as superior respect and recognize their employees, also shows that the organizations in J-Phil Marine Incorporated have personal concern to their seafarers' and employees. They consider a work organization important when it is able to motivate its employees to follow its policies and work with superiors who are aware of issues affecting workers with a weighted mean of 4.49. This result means that the value in terms in organizational has exerted effort. Seafarers'/employees in J-Phil Marine Incorporated are concerned about issues that generally affect their subordinates.

Table 11. Work Values of Seafarers in terms of Filipino Work Values as to Variety

Indicators	WM	VI	Rank
1. A job, which requires you to deal with different kinds of people.	4.42	I	4
2. A work organization, which encourages employees to engage in recreational activities to break the monotony of work routine.	4.43	I	3
3. Varied work assignments.	4.49	I	1
4. Work assignments, which are not boring and tedious.	4.44	I	2
<b>Composite Mean</b>	<b>4.44</b>	<b>I</b>	

Table 11 indicates the respondents work values in terms of variety. They considered varied work assignments important to them with weighted mean of 4.49. It means that superiors do not resist responsibilities. They also consider, work assignments important not to be boring and tedious with a weighted mean of 4.44. A work organization which encourages employees to engage in recreational activities to break the monotony of work routine with a weighted mean of 4.43 is also important. This means that they are willing to handle different responsibilities where they can make use of their knowledge and skills.

The result reveals that these seafarers'/employees' leader are innovative, intelligent and recognized varied work assignments as opportunities for personal and professional growth and development

Variety (VAR): Associated with work provides an opportunity to do different types of job in contrast with routine work (Cervera, 1987&2013).

Table 12 presents the mean responses of seafarers in J-Phil Marine Incorporated on the ten-sub scales of Work Values as measured by Filipino Work Values Scale (FWVS). Ranking the mean responses of the

group, what appears to be most important to the respondent are the familial values, intellectual achievement oriented and inter-personal values.

Table 12. Mean Responses of Seafarers in J-Phil Marine Incorporated in terms of their Work Values

Work Values	VI	WM
1. Familial	VI	4.59
2. Intellectual Achievement	VI	4.51
3. Inter-personal	VI	4.51
4. Occupational	I	4.48
5. Environmental	I	4.47
6. Religious	I	4.46
7. Organizational	I	4.46
8. Variety	I	4.44
9. Managerial	I	4.43
10. Material	I	4.41
<b>Grand Mean</b>	<b>I</b>	<b>4.46</b>

The result can be interpreted to mean that seafarers/employees actually have a strong emotional attachment to their families because of strong family ties. They also want to deal with different kinds of people. Intellectual achievements oriented are considered very important. The results reveal that seafarers/employees in J-Phil Marine Incorporated are generally intelligent, mature, open to challenges and improvements, want accomplishments and value their self worth as superior.

Likewise, they consider Occupational, environmental, religious, organizational, variety, managerial and material aspects important. The results reveal that they think they deserve salary to compensate their efforts well and to be secured in their position and be entitled to benefits because of their superior position. Environmental value important because as officers and rating seafarers they must be privileged to work in a physical condition, well ventilated, and free from noise and clean environment. It also has a job security upon navigation.

Table 13. Job Satisfaction of the Seafarers

Indicators	WM	VI	Rank
1. Being able to keep busy all the time.	4.92	HS	1
2. The chance to work alone on the job.	4.40	S	9
3. The chance to the different things from time to time.	4.43	S	8
4. The chance to be somebody on the community.	4.68	HS	2
5. The way my boss handles his men.	4.55	HS	4

Table 13 (cont). Job Satisfaction of the Seafarers

Indicators	WM	VI	Rank
6. The competence of my superior making decisions.	4.52	HS	5
7. Being able to do thing that don't go against my conscience.	4.65	HS	3
8. The way my job provides for steady employment.	4.51	HS	6
9. The praise I get for doing a good job.	4.34	S	10
10. The feeling of accomplishment I get from the job.	4.45	S	7
<b>Composite Mean</b>	<b>4.55</b>	<b>HS</b>	

Table 13 presents the respondents' job performance of Seafarer/employees of J-Phil Marine Incorporated. As shown in this table "being able to keep busy all the time", is considered highly satisfying to them with a weighted mean of 4.92. Similarly, the chance to be somebody on the community, being able to do thing that don't go against their conscience, the way the boss handles his men, the competence of their superior making decisions and the way their job provides for steady employment, are found highly satisfying to the seafarers and employees of J-Phil Marine Incorporated.

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George et al., 2008). 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. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005).

According to Cook (2008), the determinants of performance are personal, organizational, environmental, motivation, skill level, aptitudes and role perceptions. In other words, seafarers/employees job satisfaction is very important or highly satisfied because it will reflect to the company performance. The job satisfaction of the seafarers' was designed by the company to measure the performance of the

organizations. The quality of seafarers/employees is the important influence on performance and the person with high motivation level will also succeed.

As a matter of fact that most administrative in manning agencies will face with a crucial question of what factors influence seafarers/employees satisfaction that might guide their efforts in enhancing overall job satisfaction among seafarers/employees. Job satisfaction is directly linked to the needs of a person (i.e. if his physiological and psychological needs are more or less being met he is satisfied). A seafarer spends about half of his prime life on board; hence the job environment influences his personality to a large extent. The seafarer on interaction with people and society, intrinsically or extrinsically leaves an opinion about seafaring with them.

Table 14. Difference of Responses on Work Values (Environmental) When Grouped According to Profile Variables

Profile Variables	F-value	p-value
Gender	0.551	0.582
Age	3.425	0.006*
Civil Status	3.291	0.001*
Length of Service	2.622	0.053
Monthly Income	7.468	0.000*
Educational Attainment	4.943	0.028*

Legend: \*Significant at p-value < 0.05

It is indicated that monthly income is highly significant to the values. Age, civil status and educational attainment are substantially or moderately related to values. Gender and length of service are both slightly related to values. This could mean that as seafarers'/employees grow older, a corresponding change in work values (Aguado et al., 2015) would occur; it involves maturity, more so in the change of status. More responsibilities are perceived by this respondent that would lead to open-mindedness in dealing with situations.

Table 15. Difference of Responses on Work Values (Intellectual Achievement Oriented) When Grouped According to Profile Variables

Profile Variables	F-value	p-value
Gender	0.774	0.440
Age	3.425	0.006*
Civil Status	1.353	0.178
Length of Service	2.039	0.111
Monthly Income	3.239	0.024*
Educational Attainment	6.772	0.010*

Legend: \*Significant at p-value < 0.05

In the data presented, it age, monthly income and educational attainment of the respondent are slightly related to the work values in terms of intellectual achievement. The educational levels in the country continue to improve, and so do employment levels. Gender, civil status and length of service are both not related to the values of the respondents. Therefore, work values provide of opportunity for independent thinking and for learning how and why things work and give one a feeling of accomplishment in doing a job well of the respondents.

Table 16. Difference of Responses on Work Values (Familial) When Grouped According to Profile Variables

Profile Variables	F-value	p-value
Gender	0.304	0.761
Age	2.642	0.026*
Civil Status	0.490	0.625
Length of Service	3.647	0.014*
Monthly Income	1.756	0.158
Educational Attainment	1.261	0.263

Legend: \*Significant at p-value < 0.05

The data indicate the responses on work values in terms of familial aspect. Age and length of service are slightly and moderately related to the values of the respondent. This could mean that for every seafarer’s/employee, family is a sacred institution that continues to live with their families, they ensure that they are able to spend time to take care of ill relatives. Some seafarers’/employees that are older will not continue working in the vessel. Most of them will insist on having their parents stay with them and spend time with their families. Gender, civil status, monthly income and educational attainment are not related to the values of the respondents.

Table 17. Difference of Responses on Work Values (Interpersonal) When Grouped According to Profile Variables

Profile Variables	F-value	p-value
Gender	0.498	0.619
Age	2.667	0.024*
Civil Status	1.989	0.048*
Length of Service	7.971	0.000*
Monthly Income	2.930	0.036*
Educational Attainment	8.433	0.004*

Legend: \*Significant at p-value < 0.05

The data presented indicate that age, civil status, length of service, monthly income and educational attainment are slightly or moderately related to the responses which has a significant difference on inter-

personal work values of the respondents. It means that individual respondents based on their profile variables are make a point to live and work in harmony with others. They can be competitive, and considers working in unity with others more important. It also implies that the differences between interpersonal works values mean are working with the superiors that train them to integrate and coordinate organizational resources towards accomplishment related to the independent variables. Gender is not related to the values. It will not affect the interpersonal values of the respondents.

Table 18. Difference of Responses on Work Values (Managerial) When Grouped According to Profile Variables

Profile Variables	F-value	p-value
Gender	0.142	0.887
Age	9.551	0.000*
Civil Status	1.036	0.302
Length of Service	3.322	0.021*
Monthly Income	5.440	0.001*
Educational Attainment	14.465	0.000*

Legend: \*Significant at p-value < 0.05

From the data presented, age and educational attainment are highly significant to the responses on work values in terms of managerial. This means that age and educational attainment are most related to the respondents to work which involves the coordination and material resources in order to accomplish the objectives of a work organization. Length of service and monthly income are significant to the values of the respondent it is more important to them. Therefore, gender and civil status is both not significant related to the work values in terms of managerial.

Table 19. Difference of Responses on Work Values (Material ) When Grouped According to Profile Variables

Profile Variables	F-value	p-value
Gender	0.165	0.870
Age	4.866	0.000*
Civil Status	1.475	0.142
Length of Service	3.951	0.010*
Monthly Income	5.877	0.001*
Educational Attainment	5.620	0.019*

Legend: \*Significant at p-value < 0.05

As shown in the data, age has highly significant difference with regards to the responses on work values in terms of material. It implies that the

respondent considered age a basis on their job to improve their professional training and gives a prestige to them. Length of service, monthly income and educational attainment are slightly related to the values responses of the respondents. It considers having a good paying and steady employment not just a means to survive, but as a badge of honor. While gender and civil status are both not related to the values of the respondent based on this individuals profile variables, there is no significant difference to the work values in terms of material.

Table 20. Difference of Responses on Work Values (Occupational) When Grouped According to Profile Variables

Profile Variables	F-value	p-value
Gender	0.062	0.673
Age	4.777	0.000*
Civil Status	1.603	0.111
Length of Service	4.459	0.005*
Monthly Income	7.270	0.000*
Educational Attainment	9.311	0.003*

Legend: \*Significant at  $p\text{-value} < 0.05$

From the data presented, age and monthly income are both highly significant to the work values in terms of occupational related to the responses of the respondents. It could mean that this is related to the exercise of one's occupation based on their age and income. They appreciate being given correct instructions and guidance, but they also well capable of taking the initiative and exerting great creativity. Length of service and educational attainment are both slightly related to the values of the respondents. Gender and civil status are not related to them.

Table 21. Difference of Responses on Work Values (Religious) When Grouped According to Profile Variables

Profile Variables	F-value	p-value
Gender	0.449	0.654
Age	4.928	0.000*
Civil Status	1.860	0.065
Length of Service	6.333	0.000*
Monthly Income	3.659	0.014*
Educational Attainment	8.735	0.004*

Legend: \*Significant at  $p\text{-value} < 0.05$

Data presented in Table 21 indicate that age and length of service are highly significant to the responses on work values in terms of religious are related to the respondents. This interpretation in the profile variables to them will not affect variable on their faith in GOD because their job and work with

people have same religious belief as they have. Monthly income and educational attainment are both slightly related to the values of the respondent, while gender and civil status are not related. This is associated with work, which enables one to exercise ones faith or with work that does not contradict ones religious convictions.

Table 22. Difference of Responses on Work Values (Organizational) When Grouped According to Profile Variables

Profile Variables	F-value	p-value
Gender	0.063	0.950
Age	7.801	0.000*
Civil Status	1.381	0.169
Length of Service	4.812	0.003*
Monthly Income	6.608	0.000*
Educational Attainment	11.797	0.001*

Legend: \*Significant at  $p\text{-value} < 0.05$

The data presented indicate that age and monthly income are highly significant. This interpretation that responses on work values in terms of organizational are highly related to the respondents, from this variables age and monthly income will relate to ones membership or individuals in the work organization, knowledge and acceptance of organizational goals and willingness to help reach these goals. Length of service and educational attainment are both significantly related to the values while the gender and civil status are not significant to the responses on work values in terms of organizational of the respondents.

Table 23. Difference of Responses on Work Values (Variety) When Grouped According to Profile Variables

Profile Variables	F-value	p-value
Gender	1.196	0.234
Age	5.229	0.000*
Civil Status	1.396	0.165
Length of Service	4.127	0.008*
Monthly Income	4.542	0.004*
Educational Attainment	3.841	0.052

Legend: \*Significant at  $p\text{-value} < 0.05$

The data show that only age is highly significant to the respondents and length of service and monthly income is slightly related to the responses on work values in terms of variety. This implies that interpretation requires them to deal with different kinds of people and work that provides an opportunity to do different types of job in contrast with routine

work. Therefore, gender and civil status are both not related to them.

Table 24. Difference of Responses on Job Satisfaction When Grouped According to Profile Variables

Profile Variables	F-value	p-value
Gender	0.980	0.328
Age	4.147	0.001*
Civil Status	0.068	0.946
Length of Service	6.613	0.000*
Monthly Income	2.260	0.084
Educational Attainment	0.645	0.423

Legend: \*Significant at  $p\text{-value} < 0.05$

The data presented indicate that the length of service is highly significant to the responses on job satisfaction based on their profile variables. It creates a relationship that encourages a subordinate to perform at their best which generally results in both quality and efficiency of effort, and also age are slightly related to the job satisfaction of the respondents.

Therefore, gender, civil status, monthly income and educational attainment are not significant to the responses on job satisfaction of the respondent. It will not affect or there is no difference on the profile variables. It results that the job satisfaction should focus on behaviors rather than outcomes. In other words, job satisfaction consists of the behaviors that employees/seafarers' actually engage in which can be observed and also must be relevant to the goals of the organization. Individual needs and sets own target. Feedback implies as degree to which the job provides employees/seafarers' with clear and direct information about job satisfaction.

Table 25. Relationship between Work values and Job Satisfaction

Work Values	r-value	p-value
Environmental	0.193*	0.017
Intellectual Achievement Oriented	0.261**	0.001
Familial	0.650**	0.000
Interpersonal	0.787**	0.000
Managerial	0.696**	0.000
Material	0.725**	0.000
Occupational	0.636**	0.000
Religious	0.744**	0.000
Organizational	0.693**	0.000
Variety	0.720**	0.000

Legend: \*\*, Correlation is significant at the 0.01 level (2-tailed); \*, Correlation is significant at the 0.05 level (2-tailed)

The data present the relationship between the work values and job satisfaction among the seafarers'/employees of J-Phil Marine Incorporated, that they are related and there is a relationship. They have correlation in work values and job satisfaction because valuing employee's performance is a tool to help agencies strategically manage their human resources, meaning that they view work values as very important and as desirable goal in life and they tend to like work and derive satisfaction from it. If the seafarers'/employees feel valued by the organization, a job satisfaction can develop that sets the stage for the high levels of satisfaction.

Job satisfaction is related to performance of individuals and Meta-analysis of almost 500 studies, (Faragher et al. 2005), indicates very strong relationship between job satisfaction, and both mental and physical health. Effect on mental health specifically on account of burnout, lowered self esteem, anxiety and depression were significantly high. The Maritime Labour Convention 2006 requires member states to have national policies that encourage career and skill development and employment opportunities for seafarers, in order to provide the maritime sector with a stable and competent workforce.

## CONCLUSIONS AND RECOMMENDATION

Seafarers'/employees of J-Phil Marine Incorporated are generally within in the age bracket of 23-27 years, single, have been in service for 1 to 5 years, receive a salary range of 40,000 above, college graduate and professionals. Seafarers'/employees of J-Phil Marine Incorporated consider very important values focused on intellectual achievement oriented, familial and inter-personal while the remaining subscales of work values are important. They are highly satisfied in their job. Their work values of respondents are influenced by age, length of service, monthly income and educational attainment. Gender and civil status are not influenced by work values. Responses on job satisfaction are influenced by age and length of service, while the gender, civil status, monthly income and educational attainment are not significant. The relationships of seafarers'/employees of J-Phil Marine Incorporated between work values and job satisfaction are environmental and intellectual achievement both significant. Meanwhile, familial, inter-personal, managerial, material, occupational, religious, and organizational and variety are all highly significant.

It is recommended that the management of J-Phil Marine Incorporated may encourage their seafarers/employees to participate in civic and religious organization and conduct programs and training that can involve officers and ratings to enhance material and managerial values.

The management of J-Phil Marine Incorporated may focus on the performance appraisals of their seafarers/employees as preferences for the promotion.

Interaction among middle age and younger officers and rating, married and single, and those who served in the organization for long or short period of time should encourage a healthy professional and personal development which can be done through training/seminars on environmental awareness and security awareness.

The managers of J-Phil Marine Incorporated may intensify officers and ratings relationship through information sharing to establish a strong foundation and collaboration.

The management of J-Phil Marine Incorporated should review their objectives, strategies and policy for future possible implementation.

Future researchers may conduct similar studies with other variables that included in the study.

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