



**ORGANIZATIONAL CULTURE AND JOB SATISFACTION AMONG
EMPLOYEES OF NATCORP CAREER GROWTH
AND MANPOWER SERVICES**

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ABSTRACT

The main thrust of this study was to determine the relationship between organizational culture and job satisfaction among employees of Natcorp Career Growth and Manpower Services Inc. This study followed the descriptive correlational design method of research to establish a relationship between the independent and dependent variables. The respondents of the study were composed of the total employees of Natcorp Career Growth and Manpower Services Inc. from three different departments which consisted of 46 from the operations department, 14 from the administration department and eight from the accounting department. Two types of standardized survey questionnaires were used as tools for data-gathering.

Using the five-point Likert Scale, simple mean, and Pearson-r correlation coefficient, the findings revealed that organizational culture in terms of dominant characteristics had a significant relationship with achievement, responsibility, and work itself. In addition, organizational culture as to organizational glue and strategic emphasis had a significant relationship with job satisfaction. However, there was no significant relationship between organizational culture and job satisfaction in terms of Organizational leadership, Management style, and criteria of success.

Keywords: Organizational Culture, Job Satisfaction

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INTRODUCTION

To maintain their position in the market, organizations create organizational cultures. Organizations place a higher emphasis on encouraging organizational loyalty and job satisfaction among their employees in this complicated and changing business environment in order to retain them and increase productivity.

Organizational culture is more crucial than ever because an organization needs to make sure that those workers who put in the extra effort are happy with the organizational level in which they are included, for them to continue exerting extra effort into their jobs for the organization's continues growth. In addition, Organizational culture in the present era is an essential asset for a company, as it has a direct association with the organization and job-related outcomes (Driskill 2018). While according to Lee et al. (2018) a conducive culture was necessary for an organization to develop and maintain for this promoted commitment, job satisfaction, and lessened turnover rates.

Furthermore, employee motivation was critical in the transformation of an organization. As a result, management and employers must identify their team member's needs and concerns, as well as further understand what motivated them to be more productive. For a long time, highly motivated employees were perceived to be more performance-oriented, satisfied, and committed to their work and organization. And it was becoming more difficult to meet an employee's appropriate satisfaction due to a variety of factors such as hundred companies in need of manpower, different types of benefits, location, environment, and management. According to Mangkunegera and Octorend (2015), recent research also supported that satisfied employee's attitude towards their jobs was significantly higher than those of non-satisfied employees. Additionally, employee commitment to their organization and productivity were influenced by job satisfaction. It was said that satisfied workers were more likely to be dedicated to their line of work.

This study's primary goal was to investigate the connection between Natcorp Career Growth and Manpower Services Inc. workers' job satisfaction and organizational culture. A Department of Labor and Employment Licensed Manpower agency in Calamba City, Laguna drew a lot of attention with its heartfelt advertisement. The company was growing by the day, and its areas of operation and services were expanding. The company would also like to extend its operations to some other areas of CALABARZON as well.

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Despite being a local company, it has been establishing an effective position in the marketplace within a very short time, though there have been mixed reactions and statements that surfaced among clients about the quality of its services. The employees of Natcorp Career Growth and Manpower Services Inc. were relentlessly trying different approaches to provide the best quality services to their clients. The achievement to date of Natcorp Career Growth and Manpower Services Inc. has been due to their hardworking, dedicated, and intelligent employees, as it easily caught sight of when one looks around.

This study's main concern was the degree to which an organization's culture affected its employees' job satisfaction. This study specifically sought to ascertain the connection between corporate culture and workers' job satisfaction. In addition, it will lead the company to determine the main problems that arise from the emanating organizational culture, which leads employees to quit their jobs. The study will not only enable the company to gain insights into the relationship between organizational culture and an employee's job satisfaction but will also provide help in finding solutions to these problems. Furthermore, Business managers may benefit from the study's findings by using them to develop strategies for enhancing the performance of their organizations. A thriving business may offer prospects for employment to the general public, hence having such a business may be advantageous to the public.

METHODS

For this study the researcher used a quantitative descriptive correlational design to help gather data, analyze it, and assess the outcomes. Understanding the correlations between random study variables was compatible with quantitative research. When characterizing research variables and looking into their innate connections or linkages, the descriptive correlational design was relevant (Frankfort-Nachmias, et al, 2015). This study was conducted at Natcorp Career Growth Manpower Services. Inc. and ensured inform consent from the management and all parties involved. The employee population includes both male and female workers consisting of sixty-eight employees which is the total population of the organization therefore sampling procedure was not applicable.

The researcher chose the subject business for it was the company the researcher is currently affiliated with, and the management is seeking information regarding how the

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organization influences the job satisfaction of the employee as well as to address issues and improvement on this matter. To achieve the best results, the researcher used two types of survey questionnaires. The data was gathered using a standardized questionnaire which are the principal instrument to use in evaluating the research problems and hypotheses; the survey was divided into two parts, an established research technique to evaluate organizational culture is the Organizational Culture Assessment Instrument, and the Minnesota Satisfaction Questionnaire instrument for measuring the employees' level of job satisfaction regarding intrinsic, extrinsic, and general facets. The handling of the survey questionnaire was done personally by the researcher and facilitated the retrieval of the responses by the respondents. Upon gathering all the data needed the researcher sought help and submitted the tallied responses to the statistician for tabulation and analysis.

Problem Number 1. What is the level of manifestation of organizational culture in Natcorp Career Growth and Manpower Services Inc. in terms of:

1.1 Dominant Characteristic

Table 1.1

Level of Manifestation of Organizational Culture in Natcorp Career Growth and Manpower Services Inc. in terms of Dominant Characteristics

Indicators	Mean	Verbal Interpretation
A. The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves	3.51	A
B. The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.	3.25	N
C. The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented	3.74	A
D. The organization is a very controlled and structured place. Formal procedures generally govern what people do.	3.75	A
Composite Mean	3.56	A

Legend: 4.20 – 5.00 Strongly Agree (SA) 2.60 – 3.39 Neutral (N) 1.00 – 1.79 Strongly Disagree (SD)
3.40 – 4.19 Agree (A) 1.80 – 2.59 Disagree (D)

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Table 1.1 demonstrates how Natcorp Career Growth and Manpower Services Inc.'s dominant characteristics reflect corporate culture at different levels. The composite mean, which was **3.56** interpreted as **Agree**. "The workplace is extremely organized and under control often governs what people do," greatest got the highest mean of **3.75**, which was interpreted as **Agree**. "The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks." had least mean, 3.25, which is translated as **Neutral**.

It implies that the organization follows a proper guidelines and patterns in imposing what employees should do. It is necessary to have a clear, specific task for employees to follow, and a policy to sustain in the organization. While having organization that allows employees to stick their neck and take risk got the least mean because some employees tend to stay within their comfort zone and afraid to take risk as this may result to either bad or good outcome.

According to Kiran (2017), Organizational policy was a vital tool for the sustainability competitiveness of both nations and organizations alike. In addition, Teryima et al. (2016) stated that every organization needed a policy program that will postulate their employee quality of work life.

1.2 Organizational Characteristics

Table 1.2

Level of Manifestation of Organizational Culture in Natcorp Career Growth and Manpower Services Inc. in terms of Organizational Characteristics

Indicators	Mean	Verbal Interpretation
A. The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	3.97	A
B. The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.	3.87	A
C. The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	3.79	A
D. The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	3.35	A
Composite Mean	3.75	A

Legend: 4.20 – 5.00 Strongly Agree (SA) 2.60 – 3.39 Neutral (N) 1.00 – 1.79 Strongly Disagree (SD) 3.40 – 4.19 Agree (A) 1.80 – 2.59 Disagree (D)

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Table 1.2 demonstrates how Natcorp Career Growth and Manpower Services Inc.'s organizational culture was manifested in relation to organizational characteristics. The composite mean was **3.75**, interpreted as Agree. "The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing" had the highest mean of **3.97**, interpreted as **Agree**. "The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency" got the least mean of **3.35** interpreted as **Agree**.

It implies that the organization in Natcorp Career Growth and Manpower Services Inc. has a leadership that nurtures employees to help them develop their skills and is mentored so that employees may widen their knowledge on their field. While having coordination and organizing has the least mean because if the lines of authority are not clearly defined. There is a communication gap that is raised. Thus, Authority must be delegated in a clear way.

Leon and Marcu (2016) emphasized that leaders who nurtured and fostered trust in the follower-leader relationship in their decisions and inspired followers to work hard will have more satisfied, motivated, and loyal employees. Employees who were satisfied with their jobs were committed to the organization's goals and, as a result, will be personally responsible for their actions and behave morally at work.

1.3 Management of Employees

Table 1.3

Level of Manifestation of Organizational Culture in Natcorp Career Growth and Manpower Services Inc. in terms of Management of Employees

Indicators	Mean	Verbal Interpretation
A. The management style in the organization is characterized by teamwork, consensus, and participation	3.72	A
B. The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.	4.21	SA
C. The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement	3.78	A
D. The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	3.12	N
Composite Mean	3.71	A

Legend: 4.20 – 5.00 Strongly Agree (SA) 2.60 – 3.39 Neutral (N) 1.00 – 1.79 Strongly Disagree (SD) 3.40 – 4.19 Agree (A) 1.80 – 2.59 Disagree (D)

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Table 1.3 shows the level of manifestation of organizational culture in Natcorp Career Growth and Manpower Services Inc. in terms of Management of Employees. The composite mean was 3.71 which is interpreted as Agree. "The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness" had the highest mean of 4.21, interpreted as Strongly Agree. "The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships" had the least mean of 3.12, interpreted as Neutral.

It can be said that employees in the organization embody being innovative as this characteristic will help in the advancement of the organization as well as freedom and uniqueness which enables the employee to understand their role. While the security of employment has the least mean is because when the pandemic hits the country business owners experience a financial crisis which resulted in employment downsizing.

According to Pang and Lu (2018), also gave people the chance to live more difficult and fulfilling lives, which in turn promoted job satisfaction. Additionally, rewarding creativity at work motivated staff members to bring their own unique ideas to the company, making them feel appreciated employees.

1.4 Organization Glue

Table 1.4

Level of Manifestation of Organizational Culture in Natcorp Career Growth and Manpower Services Inc. in terms of Organization Glue

Indicators	Mean	Verbal Interpretation
A. The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	4.18	A
B. The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	3.29	N
C. The glue that holds the organization together is the emphasis on achievement and goal accomplishment.	3.90	A
D. The glue that holds the organization together is formal rules and policies. Maintain a smooth-running organization is important.	3.41	A
Composite Mean	3.69	A

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Legend: 4.20 – 5.00 Strongly Agree (SA) 2.60 – 3.39 Neutral (N) 1.00 – 1.79 Strongly Disagree (SD) 3.40 – 4.19 Agree (A) 1.80 – 2.59 Disagree (D)

Table 1.4 shows the level of manifestation of organizational culture in Natcorp Career Growth and Manpower Services Inc. The composite mean for Organization Glue was 3.69, which was interpreted as Agree. “The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high” had the highest mean of 4.18, which was interpreted as Agree. “The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge” got the least mean of 3.29 interpreted as Neutral.

It can be deduced that the organization possesses trust within their employees as this is a foundation to create good working harmony in the organization and the commitment of employees in the organization is high which is also supplemental to help the organization achieve its vision and mission. On the other hand, commitment to innovation has the least mean because even at the top of high-end technology there are times that employees prefer to use old ways in doing things especially the paper pencil in terms of forms and technology comes at a price. According to Muenjohn and McMurray (2016), the impact that the leader-follower relationship had on productivity and employee loyalty. Results showed that a capable leader encourages non-financial factors including respect, guidance, commitment, trust, and loyalty from the workforce in addition to monetary rewards. They suggested that the organization would perform to its full potential if leaders and followers interacted more. They specifically discovered that workers who received guidance and assistance from their superiors grow more devoted and autonomous.

1.5 Strategic Emphases

Table 1.5

Level of Manifestation of Organizational Culture in Natcorp Career Growth and Manpower Services Inc. in terms of Strategic Emphases

Indicators	Mean	Verbal Interpretation
A. The organization emphasizes human development. High trust, openness, and participation persist.	4.22	SA
B. The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	3.38	N

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- C. The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant. 3.93 A
- D. The organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important. 3.57 A

Composite Mean	3.78	A
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Legend: 4.20 – 5.00 Strongly Agree (SA) 2.60 – 3.39 Neutral (N) 1.00 – 1.79 Strongly Disagree (SD) .40 – 4.19 Agree (A) 1.80 – 2.59 Disagree (D)

Table 1.5 demonstrates the degree to which organizational culture was visible in Natcorp Career Growth and Manpower Services Inc. in terms of strategic focuses. The composite mean was **3.78**, which was interpreted as **Agree**. "The organization emphasizes human development. High trust, openness, and participation persist" got the highest mean of **4.22**, which was interpreted as **Strongly Agree**. "The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued: had the least mean, which was **3.38** and is interpreted as **Neutral**.

It implies that the organization focuses on the development of its employees, imposing high trust. It is because human development is one of the cores of knowledge and skill gain that will help the employee as well as the organization as well as trust as this caused positive interactions and active engagement. While the organization emphasizes new resources, challenges and opportunities have the least mean because as a growing company they plan, manage, schedule, and execute diverse projects; they are frequently confronted with resource limits in terms of financing, technology, resources, and so on. Constraints of any kind are known to stifle progress.

Rosales (2016) mentioned that interactions characterized in this way can improve employee awareness of others, foster positive emotions such as empathy and compassion, and increased the likelihood of trusting, respectful engagement between individuals. In addition to this Demir et al., (2019) mentioned that providing suitable training and development programs within the company leverage employees' job satisfaction, which in turn promoted the level of quality, efficiency, and effectiveness in the workplace.

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1.6 Criteria of Success

Table 1.6

Level of Manifestation of Organizational Culture in Natcorp Career Growth and Manpower Services Inc. in terms of Criteria of Success

Indicators	Mean	Verbal Interpretation
A. The organization defines success on the basis of development of human resources, teamwork, employee commitment, and concern for people.	3.91	A
B. The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	3.72	A
C. The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	3.97	A
D. The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production is critical.	3.75	A
Composite Mean	3.84	A

Legend: 4.20 – 5.00 Strongly Agree (SA) 2.60 – 3.39 Neutral (N) 1.00 – 1.79 Strongly Disagree (SD) 3.40 – 4.19 Agree (A) 1.80 – 2.59 Disagree (D)

Table 1.6 demonstrates the extent to which organizational culture was visible in Natcorp Career Growth and Manpower Services Inc. in terms of success criteria. The composite mean was **3.84**, interpreted as **Agree**. “The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key” had the highest mean, which was **3.97**, which was read as **Agree**. “The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.” had the least mean, which was **3.72** and is interpreted as **Agree**.

It can be deduced that the organization expresses that they are competitive in terms of their leadership it is because having many competitors around the area which also provides manpower services the organization must grow faster and surpass other competitors by having a competitive leader. While having the most unique or newest product has the least mean is because the products are easily being counterfeited with low-cost materials that provides budget-friendly price; consumers are more prone to buy fake products rather than those of original.

According to Dabke (2016) the performance of a leader in directing and influencing his or her activities in the fulfillment of the objectives was referred to as that leader's effectiveness.

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Problem Number 2. What is the job satisfaction level among employees of Natcorp Career Growth and Manpower Services Inc. as assessed by the employees in terms of:

2.1 Achievement

Table 2.1

Job Satisfaction Level among Employees of Natcorp Career Growth and Manpower Services Inc. as assessed by the Employees in terms of Achievement

Indicators	Mean	Interpretation
The feeling of accomplishments I get from the job	3.38	S
I am satisfied with my chances of promotion	3.13	S
My work is evaluated based on a fair system use by the management	2.96	S
Composite Mean	3.16	S

Legend: 4.20 -5.00 Extremely Satisfied (ES) 2.60 – 3.39 Satisfied (S) 1.00 – 1.79 Very Dissatisfied (VD) 3.40 – 4.19 Very Satisfied (VS) 1.80 – 2.59 Dissatisfied (D)

Table 2.1 demonstrates the level of job satisfaction among Natcorp Career Growth and Manpower Services Inc. employees in terms of achievement. the composite mean was 3.16, interpreted as **Satisfied**. “The feeling of accomplishments I get from the job” had the highest mean of **3.38**, which was interpreted as **Satisfied**” My work is evaluated based on a fair system use by the management” had the lowest mean, **2.96**, which was interpreted as **Satisfied**.

It can be said that the employees feel satisfied every time he accomplished a job that is assigned to him; this is because it is fulfilling especially if that task is completed ahead of time while they evaluate through fair systems have the least mean because there are times that managers are unable to properly conduct evaluation and provided monitoring of the variables in the evaluation which resulted in unfair evaluation.

According to Rasool et al. (2017), even though money was an essential factor in increasing job satisfaction in the short run; intrinsic rewards such as responsibility and sense of accomplishment were considered essential to increase job satisfaction in the long run.

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2.2 Recognition

Table 2.2

Job Satisfaction Level among Employees of Natcorp Career Growth and Manpower Services Inc. as assessed by the Employees in terms of Recognition

Indicators	Mean	Verbal Interpretation
The praise I get from doing a good job	3.19	S
I received right amount of support and recognition from my superior	3.18	S
I feel appreciation and recognition when I finish the task correct and align	3.26	S
Composite Mean	3.21	S

Legend: 4.20 -5.00 Extremely Satisfied (ES) 2.60 – 3.39 Satisfied (S) 1.00 – 1.79 Very Dissatisfied (VD)
3.40 – 4.19 Very Satisfied (VS) 1.80 – 2.59 Dissatisfied (D)

Table 2.2 demonstrates the level of job satisfaction in terms of Recognition among workers at Natcorp Career Growth and Manpower Services Inc. the composite mean was 3.21, which was interpreted as **Satisfied**. "I feel appreciation and recognition when I finish the task correct and align" had the highest mean of **3.26** interpreted as **Satisfied**. "I received right amount of support and recognition from my superior" had the least mean of **3.18**, which was interpreted as **Satisfied**. It implies that employees feel satisfied every time he finishes a job task; it is because every time a job is well done employees are recognized by their organization which is self-fulfilling while receiving the right amount of support has the least mean because even with good intentions, colleagues and manager might overlook what employees do and take it for granted.

According to Heathfield (2017), whatever the job was and no matter what the position was, it was very important to an employee that his/her efforts were recognized. Give a worker praise and express gratitude if they have been working hard on a project or were even just willing to assist their fellow employees. It was clear that the goal went beyond simple praise. An employee will feel accomplished and fulfilled if their efforts were acknowledged, and they will continue to perform at a high level.

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2.3 Responsibility

Table 2.3

Job Satisfaction Level among Employees of Natcorp Career Growth and Manpower Services Inc. as assessed by the Employees in terms of Responsibility

Indicators	Mean	Verbal Interpretation
The freedom to use my own judgment	3.21	S
The chance to try my own methods of doing the job	3.56	VS
The chance to tell people what to do	3.37	S
Composite Mean	3.38	S

Legend: 4.20 -5.00 Extremely Satisfied (ES) 2.60 – 3.39 Satisfied (S) 1.00 – 1.79 Very Dissatisfied (VD)
3.40 – 4.19 Very Satisfied (VS) 1.80 – 2.59 Dissatisfied (D)

Table 2.3 demonstrates the level of responsibility-related work satisfaction among employees of Natcorp Career Growth and Manpower Services Inc. the composite mean was **3.38**, which interpreted as **Satisfied**. “The chance to try my own methods of doing the job” got the highest mean, 3.56, which was interpreted as **Very Satisfied**. “The freedom to use my own judgment” had the lowest mean, 3.21, which interpreted as **Satisfied**.

It can be deduced that being able to do things using own method has the highest mean because it enables the researcher to concentrate and work faster without outside interactions thus, they can finish work tasks easily while the freedom to use their own judgment has the least mean because it is hard to make decisions without various insight for the sake of the organization.

Yousef (2017) stated that organizational change was defined as an attempt or series of attempts to modify an organization’s structure, goals, technology, or work task. Furthermore, this implied that the old systems where management made all decisions concerning organizational policy must be reviewed for organization policy to have an impact towards quality of work life which required learning process.

2.4 Advancement

Table 2.4

Job Satisfaction Level among Employees of Natcorp Career Growth and Manpower Services Inc. as assessed by the Employees in terms of Advancement

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Indicators	Mean	Verbal Interpretation
The chances for advancement on this job.	3.29	S
I have adequate and advance opportunities to develop my professional skills	3.32	S
My department provides all the equipment, materials for advancement of work	2.88	S
Composite Mean	3.17	S

Legend: 4.20 -5.00 Extremely Satisfied (ES) 2.60 – 3.39 Satisfied (S) 1.00 – 1.79 Very Dissatisfied (VD)
3.40 – 4.19 Very Satisfied (VS) 1.80 – 2.59 Dissatisfied (D)

Table 2.4 shows the job satisfaction level among employees of Natcorp Career Growth and Manpower Services Inc. in terms of Advancement. The composite mean was **3.17**, which interpreted as **Satisfied**. “I have adequate and advance opportunities to develop my professional skills” got the highest mean, 3.32, which was interpreted as Satisfied. The least mean of 2.88, which was interpreted as **Satisfied** was “My department provides all the equipment, materials for advancement of work”.

It can be deduced that having the opportunity for advancement has the highest mean because it is also considered a critical role in improving job engagement and providing challenging work for employees at different stages of their careers, while providing all materials needed has the least mean because this increases the dependency of an employee especially to technology and security risk and data fraud.

According to Demir et al. (2019), providing suitable training and development programs within the company leverage employees’ job satisfaction, which in turn promoted the level of quality, efficiency, and effectiveness in the workplace.

2.5 Personal Growth

Table 2.5

Job Satisfaction Level among Employees of Natcorp Career Growth and Manpower Services Inc. as assessed by the Employees in terms of Personal Growth

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Indicators	Mean	Verbal Interpretation
The chance to work alone on the job.	3.40	VS
The chance to be "somebody" in the community	3.16	S
The chance to do things for other people	3.43	VS
Composite Mean	3.33	S

Legend: 4.20 -5.00 Extremely Satisfied (ES) 2.60 – 3.39 Satisfied (S) 1.00 – 1.79 Very Dissatisfied (VD)
 3.40 – 4.19 Very Satisfied (VS) 1.80 – 2.59 Dissatisfied (D)

Table 2.5 demonstrates the degree to which employees of Manpower Services Inc. and Natcorp Career Growth were satisfied with their jobs in terms of personal growth. The composite mean was **3.33** which was interpreted as **Satisfied**. "The chance to do things for other people" had the highest mean, **3.43**, which was interpreted as **Very Satisfied**. The least mean, 3.16, which was interpreted as **satisfied**, belonged to "The chance to be "somebody" in the community."

It can be deduced that being able to do things for other people has the highest mean because having a collaborative and helpful working environment improves productivity and engagement while being somebody in the community has the least mean because it creates competition in the workplace.

According to Colbert et al. (2016), work relationships promoted personal growth through friendship, and the opportunity to give to and help others in a work situation. Positive relationships at work have been shown to improve job satisfaction, sense of purpose at work, and overall life satisfaction.

2.6 Work Itself

Table 2.6

Job Satisfaction Level among Employees of Natcorp Career Growth and Manpower Services Inc. as assessed by the Employees in terms of Work Itself

Indicators	Mean	Verbal Interpretation
The chance to do different things from time to time	3.40	VS

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The way company policies are put into practice	3.16	S
The way my co-workers get along with each other	3.43	VS
Composite Mean	3.33	S

Legend: 4.20 -5.00 Extremely Satisfied (ES) 2.60 – 3.39 Satisfied (S) 1.00 – 1.79 Very Dissatisfied (VD)
 3.40 – 4.19 Very Satisfied (VS) 1.80 – 2.59 Dissatisfied (D)

Table 2.6 demonstrates the level of work-related happiness among Natcorp Career Growth & Manpower Services Inc. employees. The composite mean was **3.33**, interpreted as **Satisfied**. "The way my co-workers get along with each other" got the highest mean, 3.43, interpreted as **Very Satisfied**. "The way company policies are put into practice" got the least mean, 3.16, which was interpreted as **Satisfied**.

It can be deduced that employees feel satisfied with how they get along with each other as having a good relationship with co-worker thus it has the potential in improving the mood of employees that subsequently making them more productive while the way company policies are put into practice has the least mean because if a policy is difficult or not clear which is difficult for employees to find specifically brought to their attention, it may result in confusion.

According to Geue (2017), when there was collaboration, trust, and fairness in relationships at work, the reward region of the brain was stimulated, which drove further encounters that fostered employee respect, trust, and confidence. Employees believed the best in each other and motivated one another to do well.

2.7 Salary

Table 2.7 shows the job satisfaction level among employees of Natcorp Career Growth and Manpower Services Inc, in terms of Salary. The composite mean was 2.76 and interpreted as **Satisfied**. "I am satisfied with my pay" had the highest mean which was 3.01 which was interpreted as **Satisfied**. "The pay is high in comparison to my colleagues pay for doing a similar job" had the least mean which was 2.41 which was interpreted as **Dissatisfied**.

Table 2.7

Job Satisfaction Level among Employees of Natcorp Career Growth and Manpower Services Inc. as assessed by the Employees in terms of Salary

Indicators	Mean	Verbal Interpretation
I am satisfied with my pay	3.01	S

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The pay I received is appropriate and the amount of work I do	2.88	S
The pay is high in comparison to my colleagues pay for doing a similar job	2.41	D
Composite Mean	2.76	S

Legend: 4.20 -5.00 Extremely Satisfied (ES) 2.60 – 3.39 Satisfied (S) 1.00 – 1.79 Very Dissatisfied (VD)
 3.40 – 4.19 Very Satisfied (VS) 1.80 – 2.59 Dissatisfied (D)

With this finding, it can be deduced that employees feel satisfied with the salary they receive as this is the employees' source of income in providing their needs, while in comparison to their colleagues doing a similar job has the least mean because experience also contributes to salary offer and evaluation.

According to Muguongo (2015), pay and benefits were essential elements that were used to motivate employees in the organization. It aided in raising productivity and performance among employees.

Problem Number 3. Is there a significant relationship between the level of manifestation of organizational culture and job satisfaction level among employees of Natcorp Career Growth and Manpower Services Inc.?

Table 3
Test of Significant Relationship between the Level of Manifestation of Organizational Culture and Job Satisfaction Level among Employees of Natcorp Career Growth and Manpower Services Inc.

Organization al Culture	Job Satisfaction	r value	p value	Remarks	Decision
Dominant Characteristics	Achievement	.250*	.040	Significant	Reject Ho
	Recognition	.175	.152	Not Significant	Accept ho
	Responsibility	-.001	.996	Significant	Reject Ho
	Advancement	.178	.145	Not Significant	Accept ho
	Personal Growth	.111	.367	Not Significant	Accept ho
	Work itself	.134	.276	Significant	Reject Ho
	Salary	.098	.428	Not Significant	Accept ho
	Achievement	.195	.112	Not Significant	Accept ho

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Organizational Characteristics	Recognition	.070	.571	Not Significant	Accept ho
	Responsibility	-.012	.923	Not Significant	Accept ho
	Advancement	-.093	.451	Not Significant	Accept ho
	Personal Growth	-.059	.631	Not Significant	Accept ho
	Work itself	-.039	.750	Not Significant	Accept ho
	Salary	.090	.467	Not Significant	Accept ho
Management of Employees	Achievement	.236	.053	Not Significant	Accept ho
	Recognition	.155	.206	Not Significant	Accept ho
	Responsibility	-.057	.646	Not Significant	Accept ho
	Advancement	.198	.105	Not Significant	Accept ho
	Personal Growth	.118	.336	Not Significant	Accept ho
	Work itself	.123	.316	Not Significant	Accept ho
	Salary	.057	.647	Not Significant	Accept ho
Organization Glue		.367*		Significant	Reject Ho
	Achievement	*	.002		
		.403*		Significant	Reject Ho
	Recognition	*	.001		
	Responsibility	.277*	.022	Significant	Reject Ho
		.313*		Significant	Reject Ho
	Advancement	*	.009		
	Personal Growth	.257*	.034	Significant	Reject Ho
		.311*		Significant	Reject Ho
	Work itself	*	.010		
Salary	.444*	.000	Significant	Reject Ho	
Strategic Emphases		.516*		Significant	Reject Ho
	Achievement	*	.000		
		.475*		Significant	Reject Ho
	Recognition	*	.000		
		.366*		Significant	Reject Ho
	Responsibility	*	.002		
		.435*		Significant	Reject Ho
	Advancement	*	.000		
	.367*		Significant	Reject Ho	
Personal Growth	*	.002			
	.385*		Significant	Reject Ho	
Work itself	*	.001			

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	Salary	.419*	.000	Significant	Reject Ho
		*			
Criteria of Success	Achievement	.234	.055	Not Significant	Accept ho
	Recognition	.225	.065	Not Significant	Accept ho
	Responsibility	.134	.274	Not Significant	Accept ho
	Advancement	.193	.115	Not Significant	Accept ho
	Personal Growth	.106	.388	Not Significant	Accept ho
	Work itself	.024	.843	Not Significant	Accept ho
	Salary	.125	.309	Not Significant	Accept ho

** . Correlation is significant at the 0.01 level * . Correlation is significant at the 0.05 level (2-tailed).

Table 3 shows the test of the significant relationship between the level of manifestation of organizational culture and job satisfaction level among employees of Natcorp Career Growth and Manpower Services Inc. Based on the table, there was a significant relationship between dominant characteristics as to achievement, responsibility, and work itself. In addition, organizational culture in terms of organizational glue and strategic emphasis have also a significant relationship to job satisfaction as shown in their probability values of .040, .0002, .001, .022, .009, .034, .010, .0000, .000, .000, .002, .000, .002, .001, and .000 respectively, were all less than the level of significance at .05.

On the other hand, there was no significant relationship between organizational culture as to organizational characteristic, management of employees, criteria of success and job satisfaction. The probability values were greater than the level of significance at .05.

It implies that the Organizational culture in terms of dominant characteristic have a significant relationship with achievement, responsibility and work itself. It is the organization being controlled and follows the structural procedures which generally governs what employees must do in their job thus, resulting from employees feeling of accomplishment in doing their job. As this focus on achieving goal and purpose. Additionally, workers who are happy with their accomplishments tend to be more productive, which greatly aids in the success of the business.

According to Chiedu et al. (2017), employee attitude was a perception embedded in waiting for the day of explosion, with positive impacts of organizational policy on employee quality of work life on employee engagement, employees were expected to show high commitment and positive attitudes to organizational policy, Thus, every employee needed a policy program that will postulate their employee quality of work life.

In addition, organizational culture as to organizational glue has a significant relationship on job satisfaction as this embody what holds the organization together. When employees feel satisfied with the benefits given it will create a feeling of fulfillment and may cause loyalty to the organization, on the other hand trust is very important in the organization for both employer and

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employee as this will foster and develop a good working environment and will help employees feel satisfied and increase productivity.

According to Hadian (2017), organizational commitment was an attitude that must be owned by every employee to show loyalty to the organization where they worked. Organizational commitment was closely related to the psychological aspects of acceptance and trust in the values and goals of the organization raised through the desire to maintain membership in organizational commitment implied something more than just passive loyalty to the organization, in other words implying an organizational commitment to employee relations with the company or organization actively.

From the findings above it can be deduced that a connection exists between organizational culture as to strategic emphasis and job satisfaction, it is because human development, high trust, and openness are factors that help employee commitment and satisfaction with the organization.

Chang (2017), Hasmin (2017), and Rusert (2015), TL tasks that used the principles of social change were essential for sustainable development, creating a healthy corporate culture that encouraged engagement, improved performance, and kept employees satisfied.

On the other hand, there is no significant relationship between organizational culture and to organizational characteristics, and job satisfaction because there is a different type of leadership that embodies the organization thus it must determine the leadership needed in the organization. In addition, management of employees and criteria of success have no significant relationship with job satisfaction with probability values that are greater than the level of significance at .05.

Moreover, a study conducted by Asghar and Oino (2018) on employees from selected retail outlets in Slough, United Kingdom, examining the impact of transformational and transactional leadership styles on job satisfaction concluded that transactional leadership did not significantly influence job satisfaction, whereas transformational leadership showed a significant positive impact on the job.

enhance employee leadership behaviors, thereby improving policy and procedure implementation, and providing innovation through creativity to increase job satisfaction among Natcorp Career Growth and Manpower Services Inc. employees. In addition, the salary structure ensures that the employee receives the appropriate amount and compensation.

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Problem Number 4. Based on the findings of the study, what action plan may be proposed?

Table 4

Proposed Action Plan

Key Areas	Specific Objective	Key Person	Strategy	Budget Allocated	Time Frame	Expected Outcomes
Organizational Leadership 1. Training 2. Seminars 3. Skills Enhancement	• Provides Knowledge on how to properly handle employees.	Supervisors and Staff	Conduct regular meetings for evaluation and assessment	Food allowance	Monthly	Attendees will learn and widen their knowledge on how to properly handle employees
Management Style/ Employees 1. Develop a policy review cycle 2. Monthly General Assembly	• To develop proper implementation of policies and procedures.	Managers and Supervisor	Conduct trainings/Seminars to enhance each employees' capabilities, combine critical thinking, technical knowledge, and consistent support.	Seminar fee / venue and food allowance	Quarterly	To improve and comply, with company policies and procedures which will reduce the chances of implementation failure.
Criteria of Success 1. Bosh Training 2. Skills enhancement training	• To improve innovation through employee's creativity.	HR Division, Managers, Supervisor, and staff	Provide a performance enhancement program by turning liabilities and limitations into opportunities.	Allocate the budget for training and materials needed/ food allowance	Semi-annual	Employees will be able to take actions that were impossible to be more possible as this will enhance creativity.

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Salary	•To improve wage benefits and have a competitive compensation	Owner, HR Managers, Supervisor	Conduct performance evaluation and review the salary structure.	Presentati on and food allowance	Semi-Annual	Employees will be more productive and engage in their job roles as this will be an aspect for the evaluation.
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CONCLUSIONS

Based on the findings of the study, the researcher was able to draw the following conclusions.

That the employees of Natcorp Career Growth and Manpower Services prefer a controlled and structured environment with clear and specific tasks to follow when it comes to organizational culture in terms of dominant characteristics, rather than sticking their necks out and taking risks. In terms of organizational characteristics, findings show that employees agree that the leadership in the organization with which they are affiliated exemplifies mentoring, facilitates, and mentors. Employees strongly agree that management is distinguished by its uniqueness, which allows employees to be creative in their job roles. However, organizational culture variables such as organizational glue, employees agree that the organization binds with loyalty and mutual trust as this characteristic boosts the morale of every employee, as well as the strategic emphasis, where employees unanimously agree that the organization places a high value on trust and openness. That the employees are satisfied with the accomplishments they achieve within the organization, which is a good indicator that employees are satisfied with the job roles assigned to them. Second, in terms of recognition, employees are also satisfied because they completed the task that was assigned to them. Employees are very satisfied with their level of responsibility because they have the freedom to complete tasks in their own way. Employees are satisfied that there is a chance for advancement within the organization and with their knowledge. Personal development in the organization has resulted in very satisfied employees because the organization allows them to make decisions and do things for others. Furthermore, employees are very satisfied because they have good camaraderie, even though the salary, which when compared with colleagues, shows that the employees are dissatisfied with the workload and competitive industrial market. That when it comes to organizational culture, it helps employees achieve job satisfaction in terms of dominant characteristics, which is a structured place wherein employees are governed by the following procedure. The organizational culture in terms of organization glue. The researcher concludes that there is a significant relationship to job satisfaction. This characteristic of an organization is having loyalty and mutual trust between employee and employer. When it comes to organizational culture in terms of strategic emphases having an organization that is composed of trust, openness, and human development significantly

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has a relationship with job satisfaction among employees of Natcorp Career Growth and Manpower Services Inc. However, despite being satisfied with job satisfaction variables such as achievement, recognition, responsibility, personal growth, work itself, and salary, some types of organizational culture in terms of organizational characteristics, management of employees, and criteria of success, which characteristics are providing the newest product, dependable delivery, and low-cost production, have no significant relationship to job satisfaction as Natcorp Career Growth Manpower Services Inc. provides manpower services instead of manufacturing. That there is a need for leadership training and skills enhancement of employees. Hence an action plan for the employees of Natcorp's career and growth was proposed.

RECOMMENDATIONS

The following suggestions are hereby made in light of the findings outlined and the conclusions reached. The organization may determine the leadership needed as this will help in guiding and nurturing employees as well as implementing policies and procedures. To provide satisfaction among employees, there may be a systematized management system characterized such as security of employment, teamwork, freedom, and uniqueness to improve employees' work- efficiency and productivity. Giving employees skills training to further enhance their skills and abilities. Some topics to consider covering skills training include Presentation skills, conflict resolution, leadership skills, time management, teamwork, and adaptability. At least semi-annual or annual evaluation of employees for salary increases and additional benefits may be given. The adaptation of the proposed enhancement program for employees of Natcorp Career Growth and Manpower Services Inc. for improvement is being recommended. Future research may be conducted and should not be limited to the employees of one agency, hence other areas which are not covered in the present study may be considered.

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