



THE LEVEL OF JOB SATISFACTION AND COMPETENCIES OF JOLLIBEE MANAGERS IN SELECTED BRANCHES IN THE NATIONAL CAPITAL REGION: A PROPOSED MANAGERIAL SKILLS INTERVENTION

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Abstract:

This research is about the level of satisfaction of Jollibee Managers in the National Capital Region. A determination of competencies of the subject respondents was also made to assess their managerial skills using the instrument developed by Whetten and Cameron. Specific demographic profile of the respondents was also looked into e.g. age, gender, civil status, highest educational attainment, length of service and NCR clusters to evaluate whether job satisfaction and managerial competencies varies when classified according to these profile variables. Finally, the researcher determined if relationship exists between job satisfaction and managerial competencies. The main output of the study is to propose managerial skills intervention that may be applied by Jollibee Corp. to its store managers to further hone the competencies and job satisfaction.

Keywords: Job Satisfaction, Competencies, Managerial Skills

Introduction

About two centuries ago, the world of business and society were transformed by the Industrial Revolution. Today, sweeping economic and technological transformations are again changing the world in ways that many people believe will be just as significant.

As the world of work has changed, so have the roles and responsibilities of managers. Individuals working in organizations in the twenty first century have a greater need than ever for effective management skills. Fierce global competition is expected to continue its acceleration. Domestic competition is increasing as well. Gaining a competitive advantage will be more critical to survival and success in the new millennium than ever before. How tomorrow's managers can innovate to achieve and maintain market leadership, how can they make the best use of diverse viewpoints to achieve optimal results, how can they promote crucial world class quality, and how can they acquire the global perspective necessary to understanding the business environment of the future are some of

the questions and challenges that managers will face in tomorrow's increasingly competitive world.¹

Thus, the environment within which an organization operates is said to be dynamic. External and internal forces are constantly changing the rules of the game, and today's managers must amend or adopt new strategies to remain competitive. A change in strategy will determine the direction of each function within the organization.

As managers prepare for managerial careers in the new millennium, the environment that they will face will undoubtedly be very different from the one manager faced a decade ago. The impact that globalization is having on businesses, both small and large, is challenging the problem skills of managers. The increased diversity in the workplace at home and abroad requires refined communications skills. While the business pressures that lead to a wave of reengineering, quality efforts, downsizing, and speed-to-market have caused a radical transformation in the

¹ Kathryn M. Bartol and David C. Martin, Management (New York, USA: McGraw-Hill Book Co., 1999) p. xix.



way business appears to function, the personal, the human/interpersonal, group skills and job satisfaction of all workers specially managers remain as important as ever.

Today's business managers are learning the latest tools for analyzing their specific fields of specialization. Accounting and operations management for instance learn how computing power has given them the ability to analyze financial information that provides new insights into operational and financial performance. Likewise, finance experts learn to appreciate the latest trading techniques in derivative markets, while human resource specialists are learning how to assess program and strategize how a planned global expansion will affect an organization's human resource needs. Whereas those in marketing learn how scanner data can be analyzed so that they can better understand customer needs and preferences. These techniques and frenetic pace of work have created a dynamic, constantly changing work environment that challenges managers to continually adapt and learn new methods of accomplishing objectives.

The business landscape painted by the changing workplace does not absolve managers of the need to acquire, practice, and utilize a set of managerial skills that allow them to work effectively. Questions like "How do I get my people to accept this idea?" "How do I explain the need to change to my old-timers without creating a defensive reaction?" and "how do I use existing organizational rewards to reinforce the need for change?" are just some of the questions that managers need to address on a daily basis.

A wave of downsizing and reengineering has created flatter workplace with less formal hierarchies. Companies that have adopted fluid, project-based team approaches to organizing their work forces have found that the requisite managerial skills are still vital as the mantle of leadership is passed from one team member to another.

In fact, Will Roger's dictum that "Common sense ain't necessarily common practice" underscores the problem with the most of today's management practice. It is one thing to catalogue the "best

practices" associated with world-class quality, efficiency, or customer satisfactions. It is far more challenging to prepare the members of an organization to accept the need for change, to help them understand the new approach, to obtain their commitment to implement the proposal, to manage the transition period effectively, and to institutionalize the new approach by "hard wiring" it into the organization's communication, evaluation, and reward systems. As one experienced manager noted, "Good ideas are not in scarce supply. What is rare is the ability to translate a good idea into accepted practice".²

Thus, leaders of the future will be people who possess the broad variety of skills that enable them to function comfortably in changing environments. These skills are important components that are often neglected in business today. Thus, competence, or having a mastery of task-relevant knowledge and skills to accomplish a goal in an effective fashion, is mandatory among managers. In this sense managers should at all times be equipped with traits like knowledge, skills, attitudes and values that influence the successful performance of his job.

Realizing the importance and the need for managers to be responsive in today's challenges and those who can register an impact on the major strategic issues that affect the firm's survival and growth, this study on the relationship of job satisfaction and managerial skills is being conducted. Efforts to understand and clearly define what constitutes effective management have been going on for many years particularly in the more advanced nations of the world. Up to the present time, however, there has been relatively very little convincing research or practice especially in the local setting which connects baseline data on job satisfaction and managerial skills of fast-food industry managers specifically Jollibee Foods Corporation.

It is in this context this researcher was spurred to launch this study, which is about job satisfaction and managerial skills of Jollibee food

² D.A. Whetten & K.S. Cameron, *Developing Mgmt. Skills 4th Edition* (Addison-Wesley Longman Educational Publishers, Inc., 1998)



store managers in the National Capital Region - a company that is uniquely Filipino.

Background of the study

The fast-food industry in the Philippines has grown rapidly since the early 1980s and is said to be divided into four market segments: hamburger (60%), pizza (20%), fried chicken (15%) and doughnut (5%)³.

From among the 60% hamburger industries, Jollibee Foods Corporation is leading and is considered to be the country's number 1 fast food chain.

Jollibee is one of the Philippines' phenomenal business success stories. Starting in 1975 as a two-branch ice cream parlor, it later expanded its menu to include hot sandwiches and other meals. With encouraging success, Jollibee Foods Corporation was incorporated in 1978 with seven outlets to fully explore the possibilities of a hamburger concept. Thus was born the company that revolutionized the fast food industry in the Philippines.

The size, geographic expanse and breadth of the company's operations have grown exponentially - from a handful of Jollibee stores twenty-five years ago to over 400 stores in the Philippines and several international stores in countries like the United States and Hong Kong. It is now an international brand with phenomenal milestones that has made millions of Filipinos proud. From a modest beginning, Jollibee has grown to become not only the number one fast food chain in the Philippines, but is also an international brand that has the distinction of being one of the world's most admired companies by the Far Eastern Economic Review.

In 1984, Jollibee reached the P500 million sales mark, catapulting the company into the list of Top 500 Philippine Corporations. In 1987, barely 10 years in the business, the company joined the ranks of the Philippines' Top 100 Corporations. It then became the first Philippine fast food chain to break

the P1 billion sales mark in 1989. In 1993, Jollibee became the first food service company to be listed in the Philippine Stock Exchange; thus broadening its capitalization and laying the groundwork for sustained expansion locally and beyond the Philippines.

Consequently, since 1984, it continuously received citations both nationally and internationally. The most notable among these citations is its being considered one of the "Best Employers in Asia and in the Philippines" according to the study made by the Global Management Consulting and Outsourcing Firm Hewitt Associates.

In short, then, the Jollibee story is an inspiring saga of corporate vision, commitment to quality and customer service, and state-of-the-art strategic marketing. The unique combination of strong and consistent corporate branding as the Filipino fast food outlet with a deep appreciation of all generations of the Filipino family, a superior and quality controlled menu, efficient production processes and logistics, and creative marketing and advertising makes Jollibee a model firm which all 21st century corporations could learn a great deal.

It is in the above context that the researcher would like to conduct a study about Jollibee Foods Corporation. It is the researcher's assumption that one of the factors leading to Jollibee's business success and phenomenal growth is the performance of the people particularly the managers and the competencies they bring into the system. As what Cameron (2001) stated:

"Organizational excellence begins with the performance of people. It is what people do or do not do that ultimately determines what the organization can or cannot become. It is the dedication and commitment to organizational purposes that make the difference whether organizational goals can be achieved which will depend on the willingness of people to make the necessary contributions. It is the performance of people that is the true benchmark of organizational performance".

STATEMENT OF OBJECTIVE

³
www.asiancapital.com/RESEARCH/research.library/investment_guide/1998/jfc98.pdf (accessed July 12, 2002)



The primary purpose of this study is to determine the managerial skills/competency and job satisfaction level of Jollibee store managers in the National Capital Region and its relationship with one another. More specifically, this study will respond to the determination of the following:

1. The demographic profile of the respondents in terms of the following selected variables?
 - 1.1. Age
 - 1.2. Gender
 - 1.3. Civil Status
 - 1.4. Highest educational attainment
 - 1.5. Length of service in Jollibee
 - 1.6. Clusters/Areas in the National Capital Region
2. The level of job satisfaction of Jollibee store managers in NCR in terms of the following dimensions:
 - 2.1. Motivator
 - 2.2. Hygiene
3. The competency of Jollibee store managers in the National Capital Region using the following managerial skills as measurement:
 - 3.1. Personal Skills
 - 3.2. Interpersonal Skills
 - 3.3. Group skills
4. The difference on the level of job satisfaction of Jollibee store managers in NCR when classified according to: Age, Gender, Civil status, Length of service in Jollibee, Clusters (north, south, west, east)
5. The managerial skills/competencies of Jollibee store managers in NCR when differentiated or classified according to: Age, Gender, Civil status, Length of service in Jollibee, Clusters (north, south, west, east)
6. The significant relationship between managerial skills and job satisfaction of Jollibee store managers in NCR?

HYPOTHESES

The hypotheses were constructed after crystallizing the specific problems of the study.

Emory and Cooper⁴ pointed out that a hypothesis guide the direction of the study and provide a framework for organizing the conclusions of the study. Thus, the working hypotheses of this dissertation are as follows:

1. There is no significant difference in the level of job satisfaction of Jollibee store managers in NCR when classified according to:
 - 1.1. Age
 - 1.2. Gender
 - 1.3. Civil status
 - 1.4. Length of service in Jollibee
 - 1.5. Clusters (north, south, west, east)
2. There is no significant difference in the managerial skills of Jollibee store managers in NCR when classified according to:
 - 2.1. Age
 - 2.2. Gender
 - 2.3. Civil status
 - 2.4. Length of service in Jollibee
 - 2.5. Clusters (north, south, west, east)
3. There is no significant relationship between job satisfaction and managerial skills of Jollibee store managers in NCR?

RESEARCH METHOD USED

In this study, the researcher made use of the descriptive survey method of research. Correlational study was applied as stated in the problem to estimate the extent to which different variables are related to one another in the population of interest. The elements of this design included identification of the variables of interest, the group of subjects/respondents where the variables will be applied, and the estimation procedure to determine the extent of relationships.

POPULATION SAMPLE AND SAMPLING DESIGN

The data and information in this study was obtained from the official list of Jollibee stores in the National Capital Region taken from Jollibee Center office in Ortigas. From the official listing, there are one hundred sixteen (116) branches of Jollibee stores scattered in twenty (20) different areas in the

⁴ C. William Emory and Donald R. Cooper, Business Research Methods (Richard D. Irwin, Inc. Homewood, Illinois. 60430, 1991), p.60.



National Capital Region namely: Antipolo, Baclaran, Bicutan, Binondo, Caloocan City, Las Piñas, Makati, Malabon, Mandaluyong, Manila, Muntinlupa, Navotas, Paranaque, Pasay, Pasig, Pateros, Quezon City, San Juan, Sucat and Valenzuela. Thus, the records of the marketing department of Jollibee Foods Corp showed that there were three hundred eighty five (385) Jollibee store managers assigned in different branches/stores in Metro Manila.

From the total population three hundred eighty five (385), the researcher got a total of one hundred ninety six (196) sample size, which was taken by applying the Sloven's. The sample size of one hundred ninety six was drawn randomly from one hundred sixteen (116) Jollibee branches in Metro Manila. To ensure representation the simple random sampling was employed. In order to give managers in the population an equal chance of being included in the sample, the researcher obtained a list of all Jollibee food store managers and the fishbowl method was employed in selecting the respondents.

SUMMARY OF FINDINGS

1. Profile of the Jollibee Store Managers in the National Capital Region

- 1.1. **Age** - One hundred eleven (111) or 55.5% of the respondents were within 23-29 age bracket. Sixty six (66) or 33% were within 30-39 age group and fifteen (15) or 7.5% were within 22 and below age group. The lowest age group was 40 and above with eight (8) or 4% of the total number of respondents. The mean age is 28.7 or 29 years of age.
- 1.2. **Gender** - One hundred twenty four (124) or 62% of the respondents were female and seventy six (76) or 38% were male
- 1.3. **Civil Status** - One hundred twenty one (121) or 60.5% were still single and seventy nine or 39.5% were married.
- 1.4. **Educational Attainment** - One hundred ninety eight (198) or 99% of the respondents were baccalaureate degree holders, only 1 or .5% obtained masteral degree and another 1 or .5% obtained units in Masteral degree.
- 1.5. **Length of Service** - Sixty six or 33% had been connected to Jollibee for 7 months to 2 years, fifty eight (58) or 29% had 25 months to 60 months (or 5 years), fifty one (51) or 25.5% had 61-120 months (or 10 years), twenty (20) or

10% had 121 months and above and finally, five (5) or 2.5% had below 6 months length of service. The mean score of length service is 60.89 months or 5 years and 11 months.

- 1.6. **Clusters/Areas in the National Capital Region** - Eighty five (85) or 42.5% belong to southern part of the National Capital Region, forty one (41) or 20.5% from western part, thirty nine (39) or 19.5% belong to the northern part and thirty five (35) from eastern part.

2. Level of Job Satisfaction of Jollibee Managers in the National Capital Region

Generally, the respondents were substantially satisfied in their job as revealed by its overall mean of 4.05. Thus, between hygiene and motivator factor of job satisfaction, hygiene factor obtained the highest mean score of 4.06 while motivator got only 4.04.

2.1. Motivator Factor of Job Satisfaction –

The motivator factor of job satisfaction of Jollibee Store Managers obtained an overall mean score 4.04 which is verbally interpreted as substantially satisfied. The growth satisfaction obtained a mean rating of 4.08, while security satisfaction obtained the lowest mean score of 4.00. Both were verbally interpreted as substantially satisfied.

In terms of growth satisfaction, the respondents were substantially satisfied in terms of the following in rank order: “self esteem or respect” with a mean score of 4.32; “opportunity to do challenging work” with a mean rating of 4.27; “opportunity to do many things” with a mean score of 4.13; “opportunity to complete work” with a mean score of 4.11; and finally, “feeling that job is well done” which obtained an overall mean rating of 4.10. “Opportunity for personal growth and development obtained the lowest mean score of 3.93 but also described as substantially satisfied.

In terms of security satisfaction, the respondents rated the following as substantially satisfied in rank order: “overall satisfaction with job” which obtained the highest mean score of 4.07; followed by “feeling of security” with a mean rating of 3.99; and finally, “fulfillment of physiological



needs” obtained the lowest mean score in security satisfaction which is 3.94.

2.2. Hygiene Factor of Job Satisfaction –

The respondents rated the hygiene factor of job satisfaction as substantially satisfied with an overall mean score of 4.06. All the 4 dimensions of hygiene factor were rated substantially satisfied by the respondents particularly social satisfaction obtained the highest mean score of 4.22; supervisory satisfaction with a mean rating of 4.15; institutional satisfaction with a mean score of 4.09 and finally, pay satisfaction obtained the lowest mean score of 3.78.

Findings also revealed that in terms of institutional satisfaction, the respondents rated “prestige of job inside the company” as the highest with an overall mean score of 4.16 described as substantially satisfied. “Prestige of job outside the company” obtained the lowest mean score of 4.04, also described as substantially satisfied.

In terms of social satisfaction, the respondents were generally satisfied with “opportunity to get to know others” which obtained the highest mean score of 4.36 verbally interpreted as substantially satisfied. Both “Opportunity for participation” and “Opportunity for close friendship” obtained the lowest mean score of 4.16 but also interpreted as substantially satisfied.

3. Managerial Skills of Jollibee store managers in the NCR -

Among the three dimensions of managerial skills, group skills was rated by the respondents as the highest as evidenced by its overall mean score of 4.14 described verbally as very satisfactory. Followed by in rank order interpersonal skills with a mean rating of 4.05 and personal skills with obtained mean score of 3.88, both were verbally interpreted as very satisfactory. Generally, the overall mean rating of Jollibee store managers’ managerial skills was 4.06 described as very satisfactory.

3.1. Personal Skills - Among the three dimensions of personal skills, developing self-awareness garnered the highest mean score of 4.02 which is

verbally interpreted as very satisfactory. It was followed by solving problems creatively with a mean score of 3.92 and lastly, managing stress which obtained an overall mean score of 3.69 which were both interpreted as very satisfactory. As a whole, Jollibee store manager’s personal skills is good enough considering its overall mean score of 3.88 which is verbally interpreted as very satisfactory.

3.2. Interpersonal Skills - Interpersonal skills was rated by the respondents very satisfactory which obtained an overall mean score of 4.05. Among the four items considered in this part, managing conflict obtained the highest mean rating of 4.12 described as very satisfactory, followed by the following skills in rank order: motivating others with a mean score of 4.11; then by communicating supportively which garnered an overall mean rating of 4.04; and finally, gaining power and influence with a mean score of 3.94. All the above-mentioned skills were verbally interpreted as very satisfactory.

3.3. Group Skills - Group skills were rated by the manager respondent as very satisfactory with an overall mean score of 4.14. Specifically, between the two items incorporated in this part, empowering and delegating obtained the highest mean rating of 4.15, and building effective teams likewise rated as very satisfactory obtained the lowest mean score of 4.13.

4. Significant Difference on the Level of Job Satisfaction of Jollibee Store Managers When Grouped According to Selected Variables

4.1. Significant Difference on the Level of Job Satisfaction of Jollibee Store Managers When Classified According to Age

Results of analysis showed that the mean scores of the respondents whose age bracket belong to 22 and under was 3.997, while those belonging to 23-29 age group was 4.039, those under 30-39 age bracket had 4.076 and 40 and above had 4.080. All of which were interpreted as substantially satisfied. The critical F value at 3 and 20 degrees of freedom and at 0.05 level of significance is 3.098. Since the computed F value of 0.2036 is smaller than the critical F value of 3.098 at 0.05 level of significance, the null hypothesis which states that there is no significant



difference on the level of job satisfaction of Jollibee store managers when classified according to age is accepted. Thus, the level of job satisfaction among the respondents is not affected by age.

4.2. Significant Difference on the Level of Job Satisfaction of Jollibee Store Managers When Classified According to Gender

The overall mean score obtained by male respondents in terms of the level of job satisfaction was 4.039 while female got 4.056. Both were verbally interpreted as substantially satisfied. The result revealed a computed t-value of -1.459 at 0.05 level of significance, which is lower than the critical t-value for both one-tailed and two-tailed test. Thus the null hypothesis of no significant difference is accepted. Therefore there is no significant difference on the level of job satisfaction of Jollibee managers when grouped according to gender.

4.2.1. Significant Difference on the Level of Job Satisfaction- MOTIVATOR FACTOR When Classified According to Gender

The overall mean score obtained by male respondents in terms of the level of job satisfaction – motivator factor was 4.031 while female got 4.044. Both were verbally interpreted as substantially satisfied. The result revealed a computed t-value of -0.30898 at 0.05 level of significance, which is lower than the critical t-value for both one-tailed and two-tailed test. Thus the null hypothesis of no significant difference is accepted. Therefore, there is no significant difference on the level of job satisfaction – motivator factor of Jollibee managers when grouped according to gender.

4.2.2. Significant Difference on the Level of Job Satisfaction- HYGIENE FACTOR When Classified According to Gender

The male respondents have an overall mean score of 4.043 while the female respondents had 4.063. The mean difference has a corresponding t-stat of 2.27786 in absolute value. This statistic, in turn, has a probability value of 0.10715 for a two-tailed test which is higher than the critical value of 0.05. Thus it can be inferred that on the average, the overall job satisfaction level in terms of hygiene factor of the

male respondents do not differ significantly from those of the female.

4.3. Significant Difference on the Level of Job Satisfaction of Jollibee Store Managers When Classified According to Civil Status

The married respondents rated themselves higher (4.123) on the average, than the single respondents (4.002). The mean difference of 0.121 has a corresponding t-stat of 4.320 in absolute value. This statistic has a probability value of 0.0037 (one-tailed) and 0.0075 (two-tailed) which is lower than the probability value of 0.05. Thus, the overall job satisfaction level of the married respondents differ significantly from those of the single respondents. Therefore, there is a significant difference on the level of job satisfaction among Jollibee managers in NCR when grouped according to civil status.

4.3.1. Significant Difference on the Level of Job Satisfaction – MOTIVATOR FACTOR When Classified According to Civil Status

The overall mean obtained by married respondents is 4.113 which is higher than the single respondents which garnered a mean rating of 3.990. The computed t-stat is 2.1288, absolute value, which is lower than the critical t-value for both one-tailed and two-tailed test. Hence the null hypothesis of no significant difference between two means is accepted. Therefore, there is no significant difference on the level of job satisfaction motivator factor, among Jollibee managers in NCR when grouped according to civil status.

4.3.2. Significant Difference on the Level of Job Satisfaction – HYGIENE FACTOR When Classified According to Civil Status

The overall mean obtained by married respondents is 4.128 which is higher than the single respondents which garnered a mean rating of 4.008. The computed t-stat is 3.2020, absolute value, which is higher than the critical t-value for both one-tailed and two-tailed test. Hence the null hypothesis of no significant difference between two means is rejected. Therefore, there is a significant difference on the level of job satisfaction hygiene factor, among



Jollibee managers in NCR when grouped according to civil status.

4.4. Significant Difference on the Level of Job Satisfaction of Jollibee Store Managers When Classified According to Length of Service

The mean scores of respondents in job satisfaction whose length of service is 6 months and below was 4.1888, those whose length of service is 7 months to 24 months was 4.0716, those whose length of service is 25 months to 60 months was 4.0366, those whose length of service is 61 months to 120 months was 3.9227 and for 121 months and above, 4.3080. The critical F value at 4 and 25 degrees of freedom and at 0.05 level of significance is 3.6047. Since the computed F value of 3.6047 is higher than the critical F value of 2.7587 at 0.05 level of significance, the null hypothesis which states that there is no significant difference on the level of job satisfaction of Jollibee store managers when classified according to length of service is rejected. Therefore, the level of job satisfaction among the respondents is affected by length of service.

4.5. Significant Difference on the Level of Job Satisfaction of Jollibee Store Managers When Classified According to Clusters/Areas in the National Capital Region

The mean scores in job satisfaction for respondents belonging to the North area was 4.0106, those belonging to the South area was 4.0967, those belonging to the East area was 3.9302, and those belonging to the West area was 4.0934. All the above stated means were verbally described as substantially satisfied. The computed F value at 3 and 20 degrees of freedom and at 0.05 level of significance is 1.4165. Since the computed F value of 1.4165 is lower than the critical F value of 3.0984 at 0.05 level of significance, the null hypothesis which states that there is no significant difference on the level of job satisfaction of Jollibee store managers when classified according to clusters is accepted. Therefore, the level of job satisfaction among the respondents is not affected by cluster or area in the National Capital Region.

5. Significant Difference on the Managerial Skills of Jollibee Store Managers When Grouped According to Selected Variables

5.1. Significant Difference on the Managerial Skills of Jollibee Store Managers When Classified According to Age

The mean scores in managerial skills for respondents belonging to the age bracket of 22 and under was 3.8682, those belonging to the age bracket of 23 to 29 years old was 4.0725, those belonging to the age bracket of 30-39 years old was 3.9862, and those belonging to the age bracket of 40 and above was 3.8543. The computed F value at 3 and 32 degrees of freedom and at 0.05 level of significance is 4.5438. Since the computed F value of 4.5438 is higher than the critical F value of 2.90111 at 0.05 level of significance, the null hypothesis which states that there is no significant difference on the level of managerial skills of Jollibee store managers when classified according to age is rejected. Therefore, the managerial skills among the respondents is affected by age.

5.2. Significant Difference on the Managerial Skills of Jollibee Store Managers When Classified According to Gender

The overall mean score obtained by male respondents in terms of the level of managerial skills was 4.044 while female got 4.004. The findings revealed that the computed t-value is 2.35033 at 0.05 level of significance, which is higher than the critical t-value for both one-tailed and two-tailed test. Thus, the null hypothesis of no significant difference is rejected. There is a significant difference on the managerial skills of Jollibee managers when grouped according to gender.

5.2.1. Significant Difference on the PERSONAL Managerial Skills of Jollibee Store Managers When Classified According to Gender

The overall mean score obtained by male respondents in terms of the level of personal managerial skills was 3.9224 while female respondents got 3.8517. The



result revealed a computed t-value of 2.7997 at 0.05 level of significance, which is lower than the critical t-value for both one-tailed and two-tailed test. Thus the null hypothesis of no significant difference is accepted. There is no significant difference on the personal managerial skills of Jollibee managers when grouped according to gender.

5.2.2. Significant Difference on the INTERPERSONAL Managerial Skills of Jollibee Store Managers When Classified According to Gender

The overall mean score obtained by male respondents in terms of the level of interpersonal managerial skills was 4.0597 while female respondents got 4.0503. The result revealed a computed t-value of 0.45514 at 0.05 level of significance, which is lower than the critical t-value for both one-tailed and two-tailed test. Thus the null hypothesis of no significant difference is accepted. There is no significant difference on the interpersonal managerial skills of Jollibee managers when grouped according to gender.

5.2.3. Significant Difference on the GROUP Managerial Skills of Jollibee Store Managers When Classified According to Gender

The overall mean score obtained by male respondents in terms of the level of group managerial skills was 4.1972 while female respondents got 4.1427. The result revealed a computed t-value of 1.1170 at 0.05 level of significance, which is lower than the critical t-value for both one-tailed and two-tailed test. Thus the null hypothesis of no significant difference is accepted. There is no significant difference on the group managerial skills of Jollibee managers when grouped according to gender.

5.3. Significant Difference on the Managerial Skills of Jollibee Store Managers When Classified According to Civil Status

For the overall group means, the married respondents rated themselves higher (4.0959) on the average, than the single respondents (3.9704). The mean difference of 0.1255 has a corresponding computed t-stat of 10.9242 in absolute value. Since the computed t-value of 10.9242 is higher than the critical t-value for both one-tailed and two-tailed test. On the average,

the overall managerial skills of the married respondents differ significantly from those of the single respondents. There is a significant difference on the managerial skills among Jollibee managers in NCR when grouped according to civil status.

5.3.1. Significant Difference on the PERSONAL Managerial Skills of Jollibee Store Managers When Classified According to Civil Status

The married respondents has a mean rating of 3.9699 while the single respondents has 3.8195 with a computed t-value of 19.0356, absolute value. Since the computed t-value of 19.0356 is higher than the critical t-value for both one-tailed and two-tailed test. Thus it can be inferred that on the average, the overall personal managerial skills of the married respondents differ significantly from those of the single respondents. There is a significant difference on the personal managerial skills among Jollibee managers in NCR when grouped according to civil status.

5.3.2. Significant Difference on the INTERPERSONAL Managerial Skills of Jollibee Store Managers When Classified According to Civil Status

The married respondents has a mean rating of 4.1255 while the single respondents has 4.0072 with a computed t-value of 7.3459, absolute value. Since the computed t-value of 7.3459 is higher than the critical t-value for both one-tailed and two-tailed test. Thus, the overall interpersonal managerial skills of the married respondents differ significantly from those of the single respondents. There is a significant difference on the interpersonal managerial skills among Jollibee managers in NCR when grouped according to civil status.

5.3.3. Significant Difference on the GROUP Managerial Skills of Jollibee Store Managers When Classified According to Civil Status

The married respondents has a mean rating of 4.2258 while the single respondents has 4.1231 with a computed t-value of 2.6867, absolute value. Since the computed t-value of 2.6867 is lower than the critical t-value for both one-tailed and two-tailed test. Thus, the overall group managerial skills of the married



respondents do not differ significantly from those of the single respondents. Therefore, there is no significant difference on the group managerial skills among Jollibee managers in NCR when grouped according to civil status.

5.4. Significant Difference on the Managerial Skills of Jollibee Store Managers When Classified According to Length of Service

The mean scores in managerial skills for respondents whose length of service is 6 months and below was 4.1764, those whose length of service is 7 months to 24 months was 3.9809, those whose length of service is 25 months to 60 months was 4.0690, those whose length of service is 61 months to 120 months was 3.9809 and for 121 months and above, 4.06713. The computed F value at 4 and 40 degrees of freedom and at 0.05 level of significance is 2.25847. Since the computed F value of 2.25847 is lower than the critical F value of 2.60597 at 0.05 level of significance, the null hypothesis which states that there is no significant difference on the managerial skills of Jollibee store managers when classified according to length of service is accepted. Therefore, the managerial skills among the respondents are not affected by length of service.

5.5. Significant Difference on the Managerial Skills of Jollibee Store Managers When Classified According to Clusters/Areas in the National Capital Region

The mean scores in managerial skills for respondents belonging to the North area was 4.0076, those belonging to the South area was 4.0528, those belonging to the East area was 3.9658, and those belonging to the West area was 4.0098. The computed F value at 3 and 32 degrees of freedom and at 0.05 level of significance is 0.47076. Since the computed F value of 0.47076 is lower than the critical F value of 2.90111 at 0.05 level of significance, the null hypothesis which states that there is no significant difference on the managerial skills of Jollibee store managers when classified according to clusters is accepted. Therefore, the managerial skills among the respondents are not affected by cluster or area in the National Capital Region.

6. Relationship Between Managerial Skills and Job Satisfaction

6.1. Correlation between Managerial Skills and the two dimensions of Job Satisfaction

The computed r-value of 0.3632 shows a low positive correlation between managerial skills and job satisfaction – motivator factor. This means there is a significant relationship between the two variables. Results of analysis also showed that a low positive correlation of 0.3991 exists between managerial skills and hygiene factor. Generally, there exists a low positive correlation of 0.3811 between managerial skills and job satisfaction. Therefore, the null hypothesis which states that there is no significant relationship between managerial skills and job satisfaction is rejected.

6.1.1. Correlation between PERSONAL Managerial Skills and the two dimensions of Job Satisfaction

The r-value computed was 0.3836 between personal managerial skills and motivator factor, indicating that there is a low correlation between personal managerial skills and motivator factor. However, the r-value between personal managerial skills and hygiene factor is 0.4204, indicating that personal managerial skills and hygiene factor is moderately correlated. Findings revealed that in general there is a moderately significant positive correlation of 0.4020 that exist between personal managerial skills and job satisfaction.

6.1.2. Correlation between INTERPERSONAL Managerial Skills and the two dimensions of Job Satisfaction

Results of analysis showed that a significant positive low correlation of 0.3562 exists between interpersonal managerial skills and motivator factor. Likewise, a significant positive low correlation of 0.3861 exists between interpersonal managerial skills and hygiene factor. The overall general computed r-value of 0.3711 between interpersonal managerial skills and job satisfaction indicates a low positive correlation between the two, which is significant.



6.1.3. Correlation between GROUP Managerial Skills and the two dimensions of Job Satisfaction

Results of analysis showed that a significant positive low correlation of 0.3498 exists between group managerial skills and motivator factor. Likewise, a significant positive low correlation of 0.3907 exists between group managerial skills and hygiene factor. The overall general computed r-value of 0.3703 between group managerial skills and job satisfaction indicates a low positive correlation between the two, which is significant.

CONCLUSION

Within the limitations of the study, the following conclusions drawn from the results of the study seem pertinent.

1. The managers in Jollibee food stores in the National Capital Region are mostly belonging to 23-29 age bracket with a mean age of 29. Majority are female, single and almost all obtained a Baccalaureate degree. Majority of the store managers have 7 months to 2 years length of service and on the average, 5 years. The area where most of the managers are assigned is the southern part of the National Capital Region.
2. Jollibee store managers in National Capital Region are substantially satisfied in terms of motivator and hygiene factors of job satisfaction. They seem to be very contented with their job.
3. Jollibee store managers in National Capital Region are highly competent. They specifically found themselves to perform very satisfactorily in areas of personal, interpersonal and group managerial skills.
4. There is no significant difference on the level of job satisfaction of Jollibee store managers in NCR when classified according to age, gender, and clusters/areas in NCR. However, there is a significant difference on the level of job satisfaction when classified according to civil status and length of service. Married respondents have higher level of job satisfaction compared to single respondents. Accordingly, managers with more than 10 years length of service have higher level of job satisfaction than the other groups.

5. There is no significant difference on the managerial skills of Jollibee store managers in NCR when classified according to length of service and clusters/areas in NCR. However, there is a significant difference on the managerial skills when classified according to age, gender, and civil status. Married male managers belonging to 23-29 age bracket have higher competency level compared to other groups.
6. Managerial Skills and Job Satisfaction are related.

A PROPOSED INTERVENTION TO HONE JOB SATISFACTION AND MANAGERIAL SKILLS

Using the foregoing findings and conclusion as bases, the researcher recommends that the management of Jollibee should consider the following managerial skills intervention to improve the competencies of their managers, to wit:

1. Jollibee store managers in NCR should aim at pursuing graduate and post-graduate studies to help upgrade their managerial competence by applying the latest thrust and strategies they will acquire through graduate school work since findings revealed that almost all of them were College graduates only. The management of Jollibee Foods Corp. may consider hiring more male managers than female given the nature of work.
2. Jollibee management should find ways and means to improve salaries and benefits of store managers since pay satisfaction rated the least among the components of Hygiene Factor. Also, management should center on providing benefits, which will address the physiological needs of the managers e.g. housing. Consequently, the management may devise a systematic method of assessing the level of job satisfaction among managers in order to avoid dissatisfaction among managers, which may ultimately result in decrease effort, absenteeism and turnover.



3. To enhance further the managerial skills of Jollibee store managers in the NCR, thus, taking into consideration the lessons from Whetten and Cameron's Book on Managerial Skills, the management should focus on:

3.1. Personal Skills

- To improve self-awareness, Jollibee store managers should engage in honest self-disclosure with someone who is close to them. They should check out aspects of themselves that they are not sure of; and identify a comprehensive, consistent, and universal set of principles on which they will base their behavior. They must identify the most important terminal and instrumental values that guide their decision.
- To improve stress management skills, Jollibee managers should use effective time management practices. They should make sure to use time effectively as well as efficiently by generating their own personal mission statement. They should build collaborative relationships with employees based on mutual trust, respect, honesty, and kindness. Make "deposits" into the "emotional bank accounts" of other people. Form close, stable communities among those with whom they work.
- They should redesign their work to increase their skill variety, importance, task identity (comprehensiveness), autonomy and feedback. Make the work itself stress-reducing, rather than stress-inducing. Finally, they should establish a teamwork relationship with those with whom they work by identifying shared tasks and structuring coordinated action among team members.
- To improve problem solving, creativity and foster innovation, Jollibee managers should defer any judgment until many solutions have been proposed in generating potential problem solutions. Also, they should foster innovativeness among those with whom they work by finding a "practice field" where they can experiment and try out ideas, and assign them responsibility for fostering innovation; putting people holding different perspectives in teams to work on problems; holding people accountable for innovation; and recognizing, rewarding and encouraging the participation of

multiple players, including idea champions, sponsors, orchestrators, and rule breakers.

3.2. Interpersonal Skills

- To help Jollibee managers practice supportive communication, they should differentiate between coaching situations, which require giving advice and direction to help foster behavior change, and counseling situations, in which understanding and problem recognition are the desired outcomes. They should use problem-oriented statements rather than person-oriented statements that is, behavioral referents or characteristics of events, not attributes of the person. They should learn to use descriptive, not evaluative, statements. Describe objectively what occurred; describe reactions to events and objective consequences; and suggest acceptable alternatives. They should also own statements, and encourage employees/subordinates to do likewise. Use personal words ("I") rather than impersonal words ("management"). Jollibee store managers should demonstrate supportive listening: use a variety of responses to others' statements, depending on whether coaching or counseling someone else, but with a bias toward reflecting responses. Finally, they should implement a personal management interview program characterized by supportive communication, in order to coach, counsel, and foster personal development among subordinates.
- To help store managers practice effective management, which includes both gaining power and exercising influence wisely, Jollibee store managers should enhance personal power in the organization by cultivating critical skills; fostering the attributes of friendship (genuineness, intimacy, acceptance, validation of self-worth, tolerance and social exchange); enhancing personal appearance; putting forth more effort than expected. Consequently, they should increase the visibility of their job performance by expanding the number of contacts they have with senior people; making oral presentations of written work; participating



in problem-solving task forces; inviting senior managers to help them recognize important accomplishments within their work group

- To enhance ability and create a highly motivating work environment, Jollibee managers should clearly define an acceptable level of overall performance or specific behavioral objective by making sure the employee/subordinate understand what is necessary to satisfy their expectations; formulating goals and expectations collaboratively, if possible; and making goals as challenging and specific as possible. They should help remove all obstacles to reaching the objective by making sure that the individual has adequate technical resources, personnel, and political support; reward and discipline contingent on high performance or drawing nearer to the behavioral objective. They should consistently discipline employees whose effort is below their expectations and their capabilities; transform acceptable into exceptional behaviors by rewarding each level of improvement; and finally they should use reinforcing rewards that appeal to employees/subordinates by providing appealing external rewards as well as satisfying and rewarding work (intrinsic satisfaction).
- To help properly manage conflict, Jollibee managers should collect information on the sources of conflict. Identify the source by examining the focus of the dispute. The four sources (and their respective focuses) are: personal differences (perception and expectations); information deficiency (misinformation and misinterpretation); role incompatibility (goals and responsibilities); and environmental stress (resource scarcity and uncertainty).

3.3. Group Skills

- To help practice empowering others and carry out empowered delegating, Jollibee managers should: (a) Articulate a *clear vision and goals* for others by creating a picture of a desired future; identifying specific targets and strategies that will lead to the vision; and associating the vision and goals with personal values; (b) Foster

personal *mastery experiences* for others by involving people in simple tasks before difficult tasks; highlighting and celebrating small wins that others accomplish; incrementally expanding others' job responsibilities; and giving increasingly more responsibility to others to solve problems; (c) Successfully *model* the behaviors they want others to achieve by demonstrating successful task accomplishment; pointing out other people who have succeeded at the same task; facilitating interaction with other people who can serve as role models; and finding a coach or tutor for the person; (d) Provide needed *support* to other people by praising, encouraging, expressing approval for, and reassuring others when they perform well; writing letters or notes of praise to employees in recognition of noteworthy accomplishments; providing feedback to people; and holding formal and informal recognition ceremonies; (e) Provide *positive emotions* among others by fostering activities to encourage formation of friendships; periodically sending lighthearted messages to people to keep the climate fun and interesting; highlighting compatibility between important personal values held by employees and the organization's goals; and clarify the impact of outcomes on customers; (f) Provide *information* needed by others to accomplish their work by providing all information relating to the accomplishment of a task; continuously providing technical information and objective data that may come to you from time to time; passing along relevant cross-unit and cross-functional information to which others may not have access; and clarify the effects of employee's actions on customers; (g) Provide *resources* needed for others to accomplish their work by providing training and development experiences or information where they can be obtained; providing technical and administrative support or information about where they can be obtained; and ensuring access to relevant information networks; and (h) Create confidence among others by being reliable and consistent in behavior toward others; being fair and equitable in decisions and judgments; exhibiting caring and personal concerns for others; and being open and honest in communication.



- To effectively achieve empowered delegation, Jollibee managers should determine when to delegate work to others by addressing five key criteria: 1) Do subordinates have the information or expertise necessary to perform a task? Are they closer to the relevant information than you are? 2) Is the commitment of subordinates critical to successful implementation?; 3) Will subordinate's capabilities be expanded by this assignment? Will it help others to develop themselves?; 4) Do subordinates share a set of common values and perspectives? Are there likely to be conflicting point of view?; 5) Does sufficient time exist to do an effective job of delegating? Can adequate information and training be provided?
 - To help Jollibee managers build effective teams they should determine the stage in which the team is operating. Become familiar with the attributes of high-performing teams and make certain that these attributes characterize the team. They should help generate commitment to the vision by encouraging team members to express public approval of the vision, participate in articulating and implementing it, and communicating it frequently.
4. Since there is a significant difference on the level of job satisfaction when classified according to civil status and length of service, Jollibee management should try to investigate and try to determine what are the factors that create such differences; is the difference alarming, and if yes, come up with measures to minimize dissatisfaction. These measures could come in the form of programs, training intervention and improving company policies.
5. Managerial skills differ significantly when classified according to age, gender and civil status; specifically managerial skills are higher among the 23-29 age bracket, among male managers and among married managers. Jollibee management could tap more of these managers. They could assume possible lead roles in the company by being mentors to other store managers and function as major decision makers.
6. Since managerial skills and job satisfaction are related, Jollibee managers should hone their personal, interpersonal and group skills. Also, the management of Jollibee Foods Corp. specially the Human Resource Department should properly diagnose on a regular basis performance problems among managers, initiate actions to enhance their abilities, and strengthen the motivational aspects of the work environment by: (a) Establishing moderately difficult goals that are understood and accepted, (b) Helping managers remove personal and organizational obstacles to performance, (c) Using rewards and discipline appropriately to extinguish unacceptable behavior and encourage exceptional performance,(d) Providing salient internal and external incentives; (e) Distributing rewards equitably, and (f) Providing timely rewards and honest feedback on performance so that managers will continue to perform competently in their managerial roles and functions and become fully satisfied with their job.

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