



EMPLOYEE MOTIVATION, JOB SATISFACTION AND ORGANIZATIONAL PERFORMANCE AT THE SM STORE SANTA ROSA

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DOI: <https://doi.org/10.54476/ioer-imrj/494503>

ABSTRACT

This study explores the relationship between employee motivation, job satisfaction, and organizational performance at The SM Store Santa Rosa. In the competitive retail industry, motivated employees play a vital role in delivering excellent customer service and driving business growth. Using a descriptive-correlational research design, data were gathered from 30 key personnel (senior managers, managers, and supervisors) through a self-made online survey questionnaire. Statistical tools, including the Pearson Product-Moment Correlation Coefficient and Regression Analysis, were employed to analyze the data. The findings revealed that employees were highly motivated by factors such as recognition, rewards, career advancement, compensation, benefits, and training opportunities. Job satisfaction was positively influenced by employee engagement, efficiency, productivity, and profitability. Organizational performance was rated as excellent. However, areas such as work-life balance, timely rewards, and teamwork were identified as needing improvement to further enhance employee satisfaction and performance. Thus, the study recommends the implementation of structured recognition programs, improvements in compensation packages, and efforts to promote a healthier work-life balance to foster a more motivated, satisfied, and productive workforce.

Keywords: Employee motivation, job satisfaction, organizational performance, retail employees, sustainability plan

INTRODUCTION

In the competitive retail industry, employee motivation, job satisfaction, and organizational performance are essential for success. Employees in retail stores directly influence customer satisfaction and sales, making it crucial to understand how motivation and job satisfaction impact both individual behavior and overall organizational performance.

Global research consistently shows that motivated employees perform better, engage more, and exhibit higher commitment (Ariani, 2023). However, countries like the Philippines face unique challenges, including labor turnover and disengagement, which affect job satisfaction and

organizational performance (Varma, 2017; Riyanto, 2021). The retail sector, particularly in the Philippines, has struggled with employee retention due to high organizational demands and competitive pressures.

At the local level, The SM Store Santa Rosa has experienced significant challenges. The COVID-19 pandemic led to cost-cutting measures like early retirements, reduced working days, and furloughs, resulting in increased turnover and employee disengagement. This issue of attrition remains a primary concern for management, highlighting the need for effective motivational strategies.

Despite existing research on job satisfaction and retention, there is a notable gap in studies focusing on the Philippine retail sector,



especially post-pandemic. This study aims to fill this gap by examining the relationship between motivation, job satisfaction, and organizational performance, specifically at The SM Store Santa Rosa.

Unlike broad national studies, this research uses a local case study approach to explore how COVID-19 disruptions and management decisions have affected employee motivation and satisfaction. The findings will provide actionable recommendations to improve employee engagement, reduce turnover, and enhance organizational performance.

OBJECTIVES OF THE STUDY

This study aimed to 1) determine the level of Motivation in terms of recognition and rewards, Career Advancement, Compensation and Benefits, Training and Development; 2) analyze the level of job satisfaction in terms of employee engagement, employee productivity, employee efficiency, company's profitability; 3) Explain the relationship between the respondents' level of motivation and level of job satisfaction.

METHODOLOGY

Research Design. This study employed a descriptive correlational research design with impact analysis to examine the significant relationships between the level of motivation, job satisfaction, and organizational performance at The SM Store Santa Rosa.

According to Aprecia et al. (2022), descriptive correlational research with Impact/Regression Analysis describes variables and measures the strength of relationships between them without manipulating the variables. The goal is to identify patterns or correlations, rather than establishing causality.

Respondents of the Study. The participants consisted of 30 out of 40 key personnel at The SM Store Santa Rosa, including senior managers, managers, and supervisors from both selling and non-selling departments. A

sample size of 30 was determined using the Raosoft sample size calculator, with a 95% confidence level and a 9.5% margin of error.

Data Gathering Procedures. The researcher obtained an endorsement letter from the University of Cabuyao to facilitate access to The SM Store Santa Rosa for data collection. Permission was sought through a formal email to the Assistant Vice President of Operations, Georgie D. Malabanan. A survey questionnaire, created using Google Forms, was forwarded to selected employees. Once completed, the responses were collected and submitted to a statistician for tabulation and analysis.

Treatment of Data. Statistical tools that were utilized in this study's quantitative analysis are the weighted mean, Pearson r correlation coefficient, and regression analysis.

RESULTS AND DISCUSSION

1. Level of Motivation

1.1. Level of Motivation in terms of Recognition and Rewards

Table 1
Level of Motivation: Recognition and Rewards

Indicators	Mean	Interpretation
1. My contribution to the team is recognized and acknowledged by my superior.	3.57	Highly Motivated
2. The recognition and rewards system I receive motivates me to stay with my current employer.	3.53	Highly Motivated
3. The rewards I receive are commensurate with the effort I put into my work.	3.47	Motivated
4. I am happy with the variety of rewards (e.g., bonuses, promotions, benefits) available to me.	3.50	Highly Motivated
5. My organization provides timely rewards for my achievements.	3.40	Motivated
Ave. Weighted Mean	3.49	Motivated



Table 1 presents motivation levels related to recognition and rewards at The SM Store Santa Rosa. The highest mean score (3.57) for "My contribution to the team is recognized and acknowledged by my superior" suggests that employee appreciation boosts motivation. In contrast, the lowest score (3.40) for "My organization provides timely rewards for my achievements" points to delays in the reward system. With a weighted mean of 3.49, employees appear generally motivated by recognition and rewards, though improving reward timeliness could enhance engagement and satisfaction (Zeb, 2018).

1.2. Level of Motivation in terms of Career Advancement

Table 2
Level of Motivation: Career Advancement

Indicators	Mean	Interpretation
1. I believe there are opportunities for career growth within this organization.	3.67	Highly Motivated
2. My organization provides clear pathways for advancing in my career.	3.60	Highly Motivated
3. I am satisfied with the support and resources available for professional development in my current role.	3.57	Highly Motivated
4. The feedback I receive from my superiors helps me	3.63	Highly Motivated
5. identify areas for improvement and career advancement.		
6. I am aware of the steps I need to take to progress to the next level in my career within this organization.	3.67	Highly Motivated
Ave. Weighted Mean	3.63	Highly Motivated

Table 2 shows motivation levels related to career advancement at The SM Store Santa Rosa. The highest mean scores (3.67) for indicators 1 and 5 suggest that employees are motivated by clear opportunities and pathways for growth. The

lowest score (3.57) for satisfaction with professional development resources indicates a gap between advancement potential and available support. With a weighted mean of 3.63, employees appear highly motivated by career growth, aligning with Madugo's (2023) findings that promotion and job satisfaction drive performance and reduce turnover.

1.3 Level of Motivation in terms of Compensation and Benefits

Table 3
Level of Motivation: Compensation and Benefits

Indicators	Mean Interpretation	
1. I am satisfied with my overall compensation package (salary, bonuses, etc.)	3.43	Motivated
2. The compensation I receive is competitive with the industry standards.	3.47	Motivated
3. I feel that my compensation accurately reflects my contribution and performance.	3.33	Motivated
4. The benefits provided by my organization meet my needs and expectations.	3.30	Motivated
5. The compensation and benefits provided by my organization play a significant role in my decision to stay with the company.	3.50	Highly Motivated
Ave. Weighted Mean	3.41	Motivated

Table 3 highlights motivation levels related to compensation and benefits. The highest mean score (3.50) for the role of compensation in retention shows its importance in employee motivation. In contrast, the lowest score (3.30) suggests that current benefits don't fully meet employee expectations. The overall weighted mean of 3.41 indicates moderate motivation in this area, with room to enhance benefits. This supports Ibrahim and Boerhaneoddin's (2018) findings that competitive compensation fosters satisfaction, commitment, and retention.

1.4 Level of Motivation in terms of Training and Development

Table 4 shows motivation levels related to training and development. The highest mean



score (3.60) indicates that employees view training as relevant to their roles and goals. The lowest score (3.33) suggests that training has limited impact on retention decisions. With a weighted mean of 3.51, employees are generally motivated by training opportunities, though they are not a primary reason for staying. This supports Singh, Kumar, and Jetal's (2023) findings that while training boosts morale and skills, it may not significantly enhance retention.

Table 4

Level of Motivation: Training and Development

Indicators	Mean	Interpretation
1. The training programs offered by my organization are relevant to my job role and career goals.	3.60	Highly Motivated
2. I am motivated to take advantage of training and development opportunities to advance in my career within the organization.	3.50	Highly Motivated
3. I feel encouraged to participate in training and development activities to enhance my skills.	3.57	Highly Motivated
4. I receive sufficient support from my superiors to pursue training and development opportunities.	3.57	Highly Motivated
5. The training programs offered by the company are one of the reasons why I am still staying in the organization.	3.33	Motivated
Ave. Weighted Mean	3.51	Highly Motivated

2. Level of Job Satisfaction

2.1. Level of Job Satisfaction in terms of Employee Engagement

Table 5 presents job satisfaction with employee engagement. The highest mean score (3.50) suggests that employees feel happy and fulfilled in their roles. The lowest score (3.20) highlights dissatisfaction with work-life balance. With a weighted mean of 3.42, engagement levels are generally positive, though improving work-life balance could further enhance satisfaction. This supports Deepalakshmi's (2024) findings on the impact of engagement on organizational success, along with research emphasizing job satisfaction, leadership, and work-life balance as key

engagement factors (Kim et al., 2021; Na-Nan et al., 2021; Kumar, 2022).

Table 5

Level of Job Satisfaction: Employee Engagement

Indicators	Mean	Interpretation
1. I feel satisfied with my current job role and responsibilities.	3.47	Satisfied
2. My job allows me to utilize my skills and abilities effectively.	3.47	Satisfied
3. I am satisfied with the work-life balance provided by my organization.	3.20	Satisfied
4. I enjoy working with my colleagues and feel a sense of camaraderie within my team.	3.47	Satisfied
5. I am happy and fulfilled in my current job position.	3.50	Very Satisfied
Ave. Weighted Mean	3.42	Satisfied

2.2 Level of Job Satisfaction in terms of Employee Productivity

Table 6

Level of Job Satisfaction: Employee Productivity

Indicators	Mean	Interpretation
1. I feel a sense of accomplishment from the work I do.	3.47	Satisfied
2. I am satisfied with the level of autonomy I have in my job.	3.43	Satisfied
3. I have the necessary tools and technology to perform my job efficiently.	3.37	Satisfied
4. Deadlines and expectations set by my organization are clear and reasonable, allowing me to prioritize and manage my work effectively.	3.17	Satisfied
5. I am able to minimize distractions and interruptions while working, allowing me to maintain focus and productivity.	3.30	Satisfied
Ave. Weighted Mean	3.35	Satisfied

Table 6 examines job satisfaction in relation to employee productivity. The highest mean score (3.47) shows that employees derive a



strong sense of accomplishment from their work. The lowest score (3.17) reflects concerns about the clarity and reasonableness of deadlines, which may hinder effective task management. With a weighted mean of 3.35, overall satisfaction with productivity is moderate, though clearer expectations could enhance performance and reduce stress. This supports Adeinat and Kassim's (2019) findings that unclear expectations can undermine efficiency and increase organizational costs.

2.3 Level of Job Satisfaction in terms of Employee Efficiency

Table 7
Level of Job Satisfaction: Employee Efficiency

Indicators	Mean	Interpretation
1. I am able to complete the tasks and projects within the allocated timeframes.	3.30	Satisfied
2. I am able to adapt quickly to changes in workload or priorities without sacrificing efficiency.	3.43	Satisfied
3. I consistently meet or exceed performance targets and goals set by my organization.	3.23	Satisfied
4. I actively seek out ways to streamline processes and improve efficiency in my work.	3.43	Satisfied
5. I collaborate effectively with colleagues to enhance efficiency and productivity in team projects.	3.50	Very Satisfied
Ave. Weighted Mean	3.38	Satisfied

Table 7 explores job satisfaction in terms of employee efficiency. The highest mean score (3.50) reflects strong collaboration among colleagues, boosting team productivity. The lowest score (3.23) indicates challenges in consistently meeting performance targets. With a weighted mean of 3.38, employees are generally satisfied with their efficiency, though a gap exists between teamwork and individual performance. This aligns with Melián and Martín's (2019) findings that improving efficiency enhances service quality and overall employee effectiveness.

2.4 Level of Job Satisfaction in terms of the Company's Profitability

Table 8 addresses job satisfaction in relation to company profitability. The highest mean score (3.73) for both confidence in financial stability and long-term success reflects strong employee trust in the company's financial health. The lowest score (3.37) reveals dissatisfaction with how profitability translates into employee rewards. The overall weighted mean of 3.61 suggests high satisfaction, though better alignment between company success and financial incentives is needed. This supports Burja's (2011) view that profitability is crucial for long-term growth and should be linked to employee rewards.

Table 8
Level of Job Satisfaction: Company's Profitability

Indicators	Mean	Interpretation
1. I believe that my company is financially stable and profitable.	3.73	Very Satisfied
2. I feel confident in the long-term success and profitability of my company.	3.73	Very Satisfied
3. I am satisfied with the financial incentives and rewards offered by my company based on its profitability.	3.37	Satisfied
4. I trust the leadership of my company to make decisions that enhance profitability.	3.60	Very Satisfied
5. I am proud to be associated with a company that demonstrates strong profitability.	3.63	Very Satisfied
Ave. Weighted Mean	3.61	Very Satisfied

3. Level of Organizational Performance

The organizational performance at the SM Store showed the highest mean score (3.80) reflects strong employee confidence in the company's financial stability. The lowest score (3.40) highlights a need to strengthen teamwork and collaboration. With a weighted mean of 3.56, organizational performance is rated highly, though internal collaboration remains an area for growth.

These findings support Hamed et al. (2020) on the link between effectiveness and service quality, and Muhammad et al. (2020), who emphasized service excellence as a driver of success.

4. Significant Relationship between the Respondents' Level of Motivation and Level of Job Satisfaction

Table 10

Significant Relationship between the Level of Motivation and Level of Job Satisfaction: Recognition and Reward

Job Satisfaction in terms of:	Pearson r	P value	Interpretation	Decision	Remarks
Employee Engagement	0.844**	<0.01	High Correlation	Reject H ₀₁	S
Employee Productivity	0.715**	<0.01	High Correlation	Reject H ₀₁	S
Employee Efficiency	0.697**	<0.01	Moderate Correlation	Reject H ₀₁	S
Company's Profitability	0.714**	<0.01	High Correlation	Reject H ₀₁	S

****Significant at p=0.01**

Table 10 shows the relationship between motivation and job satisfaction in terms of recognition and rewards. High correlations were found with Employee Engagement (Pearson R = 0.844), Employee Productivity (Pearson R = 0.715), and Company Profitability (Pearson R = 0.714), all significant at $p < 0.01$. The correlation for Employee Efficiency was moderate (Pearson R = 0.697). These findings suggest that increased motivation through recognition and rewards enhances job satisfaction, supporting Salas-Vallina et al. (2020), who highlight recognition as a key driver of satisfaction and organizational performance.

Table 11

Significant Relationship between the Level of Motivation and Level of Job Satisfaction: Career Advancement

Job Satisfaction in terms of:	Pearson r	P value	Interpretation	Decision	Remarks
Employee Engagement	0.707**	<0.01	Moderate Correlation	Reject H ₀₁	S
Employee Productivity	0.661**	<0.01	Moderate Correlation	Reject H ₀₁	S
Employee Efficiency	0.603**	<0.01	Moderate Correlation	Reject H ₀₁	S
Company's Profitability	0.563**	<0.01	Moderate Correlation	Reject H ₀₁	S

****Significant at p=0.01**

Table 11 shows moderate correlations between motivation and job satisfaction in terms of career advancement. Employee Engagement

(Pearson R = 0.707) and Employee Productivity (Pearson R = 0.661) had moderate correlations, while Employee Efficiency (Pearson R = 0.603) and Company Profitability (Pearson R = 0.563) were slightly lower, all significant at $p < 0.01$. These findings suggest that while career advancement influences job satisfaction, its impact is less pronounced than that of recognition and rewards. This aligns with Kuswati (2020) and Masriah et al. (2022), who found that recognition and rewards have a stronger effect on job satisfaction and performance.

Table 12

Significant Relationship between the Level of Motivation and Level of Job Satisfaction: Compensation and Benefits

Job Satisfaction in terms of:	Pearson r	P value	Interpretation	Decision	Remarks
Employee Engagement	0.837**	<0.01	High Correlation	Reject H ₀₁	S
Employee Productivity	0.668**	<0.01	Moderate Correlation	Reject H ₀₁	S
Employee Efficiency	0.653**	<0.01	Moderate Correlation	Reject H ₀₁	S
Company's Profitability	0.765**	<0.01	High Correlation	Reject H ₀₁	S

****Significant at p=0.01**

Table 12 shows significant correlations between motivation and job satisfaction in terms of compensation and benefits. Employee Engagement (Pearson R = 0.837) and Company Profitability (Pearson R = 0.765) exhibit strong correlations, while Employee Productivity (Pearson R = 0.668) and Employee Efficiency (Pearson R = 0.653) show moderate correlations, all significant at $p < 0.01$. These results suggest that improving compensation and benefits directly enhances job satisfaction, aligning with Gilmore (2022), who highlighted compensation as a key motivator that boosts employee performance.

Table 13

Significant Relationship between the Level of Motivation and Level of Job Satisfaction: Training and Development

Job Satisfaction in terms of:	Pearson r	P value	Interpretation	Decision	Remarks
Employee Engagement	0.807**	<0.01	High Correlation	Reject H ₀₁	S
Employee Productivity	0.750**	<0.01	High Correlation	Reject H ₀₁	S
Employee Efficiency	0.790**	<0.01	High Correlation	Reject H ₀₁	S
Company's Profitability	0.757**	<0.01	High Correlation	Reject H ₀₁	S

****Significant at p=0.01**



Table 13 shows strong correlations between motivation and job satisfaction in terms of training and development. Employee Engagement (Pearson $R = 0.807$), Employee Productivity (Pearson $R = 0.750$), Employee Efficiency (Pearson $R = 0.796$), and Company Profitability (Pearson $R = 0.757$) all exhibit significant relationships ($p < 0.01$). These results suggest that access to relevant training opportunities greatly enhances both motivation and job satisfaction, supporting Varma (2017), who found that effective training improves job satisfaction, motivation, and performance.

Table 14
Significant Relationship between the Level of Motivation and Level of Organizational Performance

Level of Motivation	Pearson r	P value	Interpretation	Decision	Remarks
Recognition and Rewards	0.760**	<0.01	High Correlation	Reject H_0	S
Career Advancement	0.745**	<0.01	High Correlation	Reject H_0	S
Compensation and Benefits	0.799**	<0.01	High Correlation	Reject H_0	S
Training and Development	0.831**	<0.01	High Correlation	Reject H_0	S

**Significant at $p=0.01$

Table 14 shows strong correlations between the respondents' level of motivation and organizational performance. As motivation increases in areas like recognition, rewards, career advancement, compensation, benefits, and training, organizational performance also improves. The rejection of the null hypothesis (H_0) confirms a statistically significant relationship between motivation and performance. These findings align with Olusola (2021), who highlighted that motivated employees significantly contribute to organizational success through increased commitment, enthusiasm, and initiative.

Table 15
Significant Relationship between the Level of Job Satisfaction and the Level of Organizational Performance

Job Satisfaction in terms of:	Pearson r	P value	Interpretation	Decision	Remarks
Employee Engagement	0.701**	<0.01	Moderate Correlation	Reject H_0	S
Employee Productivity	0.701**	<0.01	Moderate Correlation	Reject H_0	S
Employee Efficiency	0.778**	<0.01	High Correlation	Reject H_0	S
Company's Profitability	0.796**	<0.01	High Correlation	Reject H_0	S

**Significant at $p=0.01$

Table 15 illustrates the relationship between job satisfaction and organizational performance. The Pearson R values show that higher job satisfaction leads to improved performance. The rejection of the null hypothesis (H_0) confirms a statistically significant relationship between job satisfaction and performance. These findings highlight the importance of employee satisfaction in driving performance, supporting Riyanto and Herlissha (2020), who found that motivated employees are more productive, and Varma (2018), who emphasized the role of job satisfaction in retention and long-term performance.

Table 16
The Impact of Respondents' Level of Motivation on the Level of Job Satisfaction and Organizational Performance

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	p	Decision	Conclusion
Corrected Model	Job Satisfaction	4.305 ^a	1	4.305	54.625	.000		
	Organizational Performance	3.969 ^b	1	3.969	50.797	.000		
Intercept	Job Satisfaction	.203	1	.203	2.577	.120		
	Organizational Performance	.385	1	.385	4.822	.035		
Employee Motivation	Job Satisfaction	4.305	1	4.305	54.625	.000	Accept H_0	With significant effect
	Organizational Performance	3.969	1	3.969	50.797	.000	Accept H_0	With significant effect
Error	Job Satisfaction	2.207	28	.079				
	Organizational Performance	2.188	28	.078				
Total	Job Satisfaction	361.520	30					
	Organizational Performance	388.364	30					
Corrected Total	Job Satisfaction	6.512	29					
	Organizational Performance	6.156	29					

a. R Squared = .861 (Adjusted R Squared = .848)
b. R Squared = .845 (Adjusted R Squared = .832)

Table 16 shows that the respondents' level of motivation significantly impacts both job satisfaction ($R^2 = 0.661$) and organizational performance ($R^2 = 0.645$). These high R -squared values indicate that motivation is a strong predictor of both outcomes. The acceptance of the null hypothesis (H_0) confirms the significant effect of motivation on both variables. This aligns with Kumari (2023), who emphasized that motivation drives employee engagement and productivity, contributing to organizational growth.

CONCLUSIONS

Based on the findings of the study, the study conclusions were drawn:



1. Respondents' level of motivation indicates that employees are highly motivated by career advancement and training programs, reflecting the company's strength in fostering professional growth. However, areas like recognition, rewards, and compensation need improvement.
2. Respondents' level of job satisfaction shows that employees are generally satisfied with their efficiency, productivity, and engagement. The standout is the "very satisfied" rating for profitability, recognizing the company's financial success.
3. Respondents' organizational performance has been rated as excellent, reflecting the company's ability to meet its goals and deliver high-quality outcomes.
4. The high correlation between motivation and job satisfaction highlights how these factors drive success. Motivated employees are more likely to experience job satisfaction, emphasizing the need to invest in both areas for sustained growth.
5. The high correlation between motivation and organizational performance underscores the role of motivated employees in achieving exceptional results. Effective motivation strategies directly enhance organizational success, making it critical to prioritize these initiatives.
6. The high correlation between job satisfaction and organizational performance shows that satisfied employees are key drivers of success. Enhancing job satisfaction directly impacts the organization's ability to excel.
7. Employee motivation significantly impacts job satisfaction and organizational performance. Improving motivation strategies can lead to measurable improvements in these areas.
8. The proposed sustainability plan aims to sustain motivation strategies, enhancing job satisfaction and organizational performance at The SM Store Santa Rosa.

RECOMMENDATION

The following recommendations have been formulated based on the summarized findings and conclusions drawn from the study:

1. The company should establish a structured rewards and recognition program with both monetary and non-monetary incentives, such as performance bonuses and public acknowledgments. This will foster appreciation and improve workplace productivity.
2. A compensation benchmarking study should be conducted to adjust salaries and benefits competitively. HR, with management approval, will implement this for all employees, focusing on roles with higher turnover. This ensures financial security, motivation, and talent retention.
3. Time management and workflow training programs should be provided to operational and administrative employees. HR and external consultants will lead this initiative, helping employees improve productivity and reduce stress through better task management and prioritization.
4. Individual development plans (IDPs) should be introduced to align employee growth with company goals. Managers, with HR support, will implement this for all employees, particularly in underperforming teams, to enhance personal and professional performance.
5. The company should organize team-building activities and quarterly open forums to encourage collaboration and address employee concerns. HR, with team leaders, will implement these for all



employees, especially in less-engaged teams, to boost commitment and morale.

6. Future researchers should continue to explore the relationship between these variables within different contexts and industries, expanding the scope to include diverse factors, such as work-life balance, workload management, multitasking, and including rank-and-file employees, to come up with more comprehensive data and results.

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