

RESEARCH ARTICLE: An assessment of the employee satisfaction of Bangsamoro ports management authority in Sulu

Nurmina M. Wallace^{1*} and Masnona S. Asiri¹

¹Sulu State College Graduate School, Capitol Site, Jolo, Sulu

*Corresponding author: sscgspub@sulustatecollege.edu.ph

ABSTRACT. This study is to ascertain the degree of employee satisfaction at the government collecting agency under the Ministry of Transportation and Communications, Bangsamoro Ports Management Authority in Sulu. Using a purposive sample technique, 100 employees served as respondents for the quantitative-descriptive design. The majority were casual and college-educated, with a slightly skewed distribution of educational attainment. The majority were satisfied with their work environment, discipline, and pay. The Bangsamoro Port Management Authority employee respondents in Sulu have varying opinions about their level of satisfaction based on their gender, with the exception of work discipline. The standard deviations of all three tables show some variation among the employee respondents in their agreement, but not enough to affect the overall rating. Their level of happiness is not considerably impacted by other demographic factors like age, length of service, education, or appointment status. Accordingly, employee respondents who express greater satisfaction with one facet of their work are likely to do so with the others as well, and vice versa. The following recommendations are made by this study: Bangsamoro Ports Management Authority-Sulu may maintain and increase employee satisfaction by providing a fair, encouraging, and rewarding work environment; Bangsamoro Ports Management Authority-Sulu may improve employees' prospects for career advancement, particularly for those who have been employed permanently; Lastly, employees may seek and pursue personal and professional growth and development by taking advantage of the organization's opportunities and incentives as well as participating in lifelong learning and professional development activities and future studies may compare the employee's satisfaction at Bangsamoro Ports Management Authority-Sulu with other ports management authorities in the region and the country.

KEYWORDS: *Satisfaction, Port, Management, Authority*

ARTICLE DETAILS

SPHE-00018; Received: February 27, 2024; Accepted: March 30, 2024; Online: April 15, 2024

CITATION

Wallace, Nurmina M. and Asiri, Masnona S. (2024). An Assessment of the employee satisfaction of Bangsamoro ports management authority in Sulu. *Social Psychology and Human Experience*. DOI: 10.62596/paxc7358

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1. Introduction

Port management is essential to enabling the flow of products and promoting regional economic growth in the fast-paced world of international trade and commerce. Effective port administration requires a well-balanced combination of technology, processes, infrastructure, and most importantly, a knowledgeable and driven personnel. The core of this complex system is its

workforce, which affects productivity, general efficiency, and ultimately the system's effect on economic growth.

Situated in the southern portion of the Philippines, the archipelagic province of Sulu enjoys a strategic location at the middle of the Sulu Sea, a period widely recognized for its noteworthy maritime commercial activity. The insular provinces of Sulu, Tawi-Tawi, and Basilan are centered on the port of Jolo, Sulu, which offers enormous cargo potential for both local and international maritime trade. Being the principal port on the island of Sulu, it is very important to the locals, especially the business community, and is regarded as one of the busiest ports in BARMM. Prior to the Spanish invasion, it was one of the first centers of trade and business in the area have been changing as an essential commercial gateway to keep up with the expanding needs of international trade. However, the performance and commitment of the people in charge of its management have a significant impact on this port's effectiveness.

There are 398 workers in the agency overall, each with a different appointment status. To attain high productivity, BPMA in Sulu collaborates and helps one another inside the organization. Nonetheless, it frequently requires a lot of time and effort to carry out transactional and administrative tasks such processing payments, incident and situational reports, information sharing, procurement, and data recording like cargo and passenger throughout. This reduces the ability to engage in more strategic and performance-boosting activities. The agency's requirements for each IPC organization, including its port service, engineering, resource management, and security divisions, as well as its subsidiaries and subports, are met by these operations, which likewise take a significant amount of time and effort.

The management of human resources is crucial to the agency's success and is frequently required to be done so directly. This is so that workers may fulfill their assigned obligations and produce work that is both high-quality and high-quantity (Mangkunegara, 2009). One element that can enhance worker performance is compensation (Hasibuan, 2009). As part of compensation, employees may receive overtime, profit-sharing, bonuses, and other financial and non-financial benefits (Wright et al., 2003). The workplace atmosphere is another element that can boost worker performance. Employee performance can be enhanced by a supportive work environment, whereas the contrary might be detrimental (Sofyandi, 2008). Another element is work discipline, which encompasses an individual's awareness and willingness to respect all relevant social standards and business regulations (Hasibuan, 2012).

2. Research Question

This study was aimed to assess the competencies of Punong Barangays on local governance as perceived by their constituents. Specifically, it answered the following questions:

1. What is the level of employee's satisfaction at the Bangsamoro Port Management Authority in Sulu in the context of:
 - 1.1 Work Environment;
 - 1.2 Work Discipline; and
 - 1.3 Compensation
2. Is there a significant difference on the level of employees' satisfaction at Bangsamoro Port Management Authority - Sulu when data are classified according to the demographic profile in terms of;
 - 2.1 Gender;
 - 2.2 Age;
 - 2.3 Length of service;
 - 2.4 Educational Attainment; and
 - 2.5 Appointment status

3. Is there a significant correlation among the sub-categories subsumed under the Employee Performance at Bangsamoro Ports Management Authority in Sulu?

3. Literature

3.1 Foreign Studies

According to the need fulfilment theory, job satisfaction is based partially on the amount of pay an individual receives for his/her job (Gruneberg, 1979). Vroom's (1964) expectancy theory involves satisfaction, job selection, and performance. If the reward is positive, the probability of increase of employee motivation is higher, and vice versa, if the reward is negative, the probability of decrease of employee motivation is higher (Wood et al., 2004). As a process of interaction of these three factors, they create motivation to increase job satisfaction and decrease job dissatisfaction (Vroom, 1964).

Locke's (1976) concludes that job satisfaction is determined by individual's values and job outcomes. According to this theory, if there is a gap between what an individual has and what wishes to have at the job, dissatisfaction occurs only if that particular job facet was important to an individual. Researchers have conducted extensive studies on the factors that contribute to job satisfaction. In one study, Professor B. R. Sharma (1980) focused on the determinants of job satisfaction among industrial workers. The study aimed to identify key factors that significantly impact job contentment. Another study by Jha (2018) examined the determinants of delegation in five-star hotels, specifically focusing on frontline employees in Mumbai. The study explored the effects of job description and senior-subordinate relationships on delegation. The sample size for this study included 319 frontline employees from nine five-star hotels in Mumbai. The researcher considered senior-subordinate relationships and job attributes as independent factors, while delegation was the dependent factor.

Employee performance refers to the quality and quantity of work achieved by an employee in fulfilling their responsibilities (Mangkunegara, 2013). Performance is measured by various indicators, including quantity, quality, effectiveness, timeliness, independence, and work commitment (Robbins and Judge, 2013). Compensation practices play a crucial role in differentiating performance, as employees rely on wages and salaries that should reflect their work. Compensation includes the payment or rewards offered by employers to employees for their services, encompassing time, energy, and skills (World at Work, 2015; Cadran, 2004; Hamali, 2018; Moorhead and Griffin, 2013; Dessler, 2012). It encompasses base pay, short-term and long-term incentives, and other financial items (Gross et al., 2004). Compensation decisions impact employee retention for the company and business costs for managers (De Bruyn, 2014; Cheng et al., 2013).

The work environment, both external and internal, can significantly influence work morale and productivity (Nitisemito, 2001). A favorable work environment allows individuals to perform their tasks in an ideal, safe, healthy, and comfortable manner (Al-Omari and Okasheh, 2014). Studies classify the work environment as non-destructive and conducive, emphasizing factors such as cleanliness, water, lighting, coloring, security, and music (Akinyele, 2010; Chaddha et al., 2011; Yusuf and Metiboba, 2012; Assaf and Alswalha, 2013). The physical layout and design of the organization also play a role in influencing employee behavior (McGuire and McLaren, 2007). The work environment can be divided into physical and nonphysical aspects (Al-Omari and Okasheh, 2014). Features such as ventilation, lighting, access to natural light, and acoustic environment have a positive impact on employee health and productivity (Dilani, 2004). Comfortable and ergonomic office designs have been shown to significantly improve employee performance (Chandrasekar, 2011).

Work discipline refers to the attitude of employees in following organizational guidelines and rules (Mulhayat et al., 2019; Mangkunegara, 2013). It can be categorized into preventative discipline, which aims to guide employees in adhering to work guidelines and rules set by the company (Mangkunegara, 2011). Employee discipline has been found to influence performance (Lincoln and Holmes, 2010). Discipline values are important determinants of human behavior and decision-making at both individual and authoritative levels (Dower, 2014; Kim and Miller, 2016).

Drucker and Obisi (2017) That communication is the only tool a manager (supervisor) has in order to carry out the assigned responsibilities since management is all about getting things done through other people. The inference here is that the communication is the chief obstacle to work expectations to meet the desired result as highlighted by Akinkunmi (2018), if it is used adequately the level of satisfaction derivable from job will be high and if otherwise the satisfaction level will be low. Although Mullins (2016) was of the opinion that job satisfaction is an emotional, a feeling, an attitude and a matter of perception thus, making it a complex concept that is difficult to measure objectively.

Mullins (2016) expanded on the factors influencing employee job satisfaction by considering organizational and environmental factors. Job satisfaction was examined from two perspectives: the organization's requirements and the employee's expectations, which are part of work expectations.

Chang & Yeh (2018) found that a larger gap between career development programs and career needs leads to lower job satisfaction. Egan et al. (2015) supported the findings of Chen et al. (2004) that when unmet expectations accumulate, job satisfaction decreases, and there is a higher likelihood of withdrawal behavior. Oginni & Faseyiku (2017) noted that this can result in labor turnover, which can be voluntary or involuntary. Labor turnover refers to the rate at which employees enter or leave an organization, assuming that for every employee who leaves, another is recruited to replace them (Graham, 1989).

In a research study by Philip O. Sijuwade at the School of Urban and Public Affairs, University of Arlington Texas (August 2015), titled "An Empirical Investigation Of Job Satisfaction And Organizational Commitment Among Managers of Private and Public Establishments," it was found that job satisfaction and organizational commitment can directly impact organizational performance.

According to Nazwirman (Graduate Program Master of Management, University of Yarsi, Jakarta, Indonesia 2019) in a study titled "Analysis of Employee Performance: A Case Study in Port Corporation," it was concluded that compensation has a positive and significant influence on employee performance. Additionally, the work environment and work discipline also have a positive and significant influence on employee performance. Compensation, work environment, and work discipline collectively influence employee performance at IPC, following existing rules. Further research can explore other areas of PT IPC and use different variables to analyze employee performance for more comprehensive results.

Poggi (2017) emphasizes the importance of identifying factors that increase or decrease job satisfaction to fully understand it. Institutions of higher learning should recognize the crucial role of Human Resources in employee selection and recruitment. Ongoing professional development is essential for academic staff to maintain and enhance their skills, including staying updated with the latest developments in pedagogy. The study suggests that tertiary institutions should focus on both intrinsic and extrinsic factors to motivate and influence academic staff, leading to job satisfaction and retention of existing staff, as well as attracting new applicants.

3.2 Local Literature and Studies

Samson (2021) conducted a research study on the relationship between career expectations, management initiatives, employee engagement, and job satisfaction among Filipino Millennials. The study, conducted at the School of Industrial Engineering and Service Engineering Management in Mapúa University, utilized Structural Equation Modeling (SEM) to gain insights into the job expectations of Millennials and help company leaders attract and retain this generation of employees, who typically stay in their jobs for an average of 1.5 years. The study involved 266 Filipino Millennials, and the results of the SEM analysis revealed that management policies and initiatives had the most significant direct impact on the engagement and satisfaction of Filipino Millennials. Additionally, the career expectations of Filipino Millennials also had a significant direct effect on their engagement and satisfaction. Therefore, maintaining employee engagement and satisfaction is a mutually beneficial strategy, as employees feel fulfilled when given meaningful work, and organizations become more efficient in achieving their goals.

Garcia et al. (2016) estimated that the cost of replacing an employee is approximately 1.5 times their annual wage. They argued that the cost of staff replacement could range from 90% to 200% of an employee's yearly pay. Moreover, voluntary turnover results in lost productivity, which should be taken into account.

Gomez (2015) emphasized the importance of aligning workplace expectations with those of Millennials. While numerous studies have been conducted to understand Millennials, there has been insufficient focus on the unique characteristics and intricacies of the Filipino youth. The research specifically examined the expectations of Filipino Millennials in finding the right workplace for them. As Millennials continue to enter the workforce, understanding their generation's characteristics is crucial for business success.

Linden (2015) highlighted the existing disparities in Millennials' job expectations. Employees must have a clear understanding of what they expect to gain from their employers in terms of training, professional development, equitable treatment, benefits, and job stability. While there is research available on the perspectives of millennial high school and college students or their instructors, further studies are needed to explore Millennials' views in the workforce.

Lopes (2016) framed the central research question of the study as follows: "What company policies and management initiatives can effectively address employees' work-related expectations to enhance job engagement and satisfaction?" The main objective of the study was to explore the job expectations of employees in a private educational institution.

4. Methodology

This chapter outlines the procedures we used in order to collect pertinent data for the study. It includes the demographics, sample size and technique, sampling strategy, and study design. It also describes the steps involved in gathering data, analyzing it, and interpreting the results.

Research Design

This study used a cross-sectional analysis using the quantitative, descriptive research method. The Bangsamoro Ports Management Authority-Sulu staff survey served as the basis for the quantitative descriptive research method selection. Quantitative research is a deductive strategy that collects and analyzes data using a testing theory, aiming to discover specific thoughts, actions, or feelings, while description describes population characteristics, collecting data to answer specific questions.

1. Research Locale

This study was conducted entirely at the Bangsamoro Ports Management Authority-Sulu. The Base Port of Jolo is the main port in the province and is located in Jolo, a municipality on the Island of Jolo Sulu, Philippines. Other than Port of Siasi that is a

public port under Jolo port, only MHL Water Transport Services (HJ Warid Port) and Seven Seas Seaport and Terminal Services (Tanjung Port) are registered. All other ports in every municipality remain unregistered.

2. *Respondents of the study*

The data gathered from the Bangsamoro Port Management Authority in Sulu, namely from the 100 individuals that work there in the field and in offices. The Bangsamoro Ports Management Authority in Sulu will use both primary and secondary sources to assess employee satisfaction.

Table 1. Number of Port Management Authority Personnel

Bangsamoro Ports Management Authority in Sulu.	EMPLOYEES
Office Personnel	27
Field Personnel	73
Total	100

3. *Sampling design*

The agency's employees were chosen as responders using a purposive sample technique. A purposeful selection of one hundred (100) representative samples was made, considering the employees' availability. In order to guarantee the representation of gender, age, length of service, educational attainment, and appointment status, purposive sampling will be used in this study.

4. *Data Gathering Procedure*

As the head of the agency in Sulu, the researcher requested permission from the dean of the school of graduate studies to administer the questionnaire as part of the data gathering procedure. No permission was requested from Bangsamoro Ports Management Authority - Sulu to conduct the study involving the institution's employees.

In Sulu, questionnaires were given to the Bangsamoro Ports Management Authority's field and office staff. All of them provided answers to the questionnaire's questions. Before that, the researcher gave the Bangsamoro Ports Management Authority in Sulu staff an explanation of the study's goal. The researcher obtained all of the survey forms from the respondents once the employees completed the tool.

The information gathered using a statistical tool designed to analyze employee satisfaction and employee profiles, the data gathered during the review were examined. Following the completion of the questionnaire, the researcher totaled the data as directed by her statistician consultant. The same data were then run through the statistical package for social science (SPSS) in order to get the various statistics required.

Research Instrument

The instrument used to gather data in this study is a standardized questionnaire adopted with minor modification from the studies of: (Oginni, Babalola Oluwayemi 2011), (Feldy and bojko 2020), and MSQ short form, which has two parts. Part one consisted of the respondents' profile in terms of gender, age, length of service, and educational attainment. Part two is a checklist with five subparts such as work and workplace, supervisor and management, benefits and rewards, recognition, and communication. There are five levels to choose from for each part which ranges from strongly disagree, disagree, undecided, agree, and strongly disagree.

Validity and Reliability

The instrument used in this study was based on the book "Punong Barangay Task and Responsibilities" released by the Local Government Academy (LGA) Department of the Interior and Local Government (DILG) in 2018. However, to ensure that it was applicable to local contexts, the questionnaires were reviewed by two specialists from Sulu State College's Graduate Studies faculty.

Statistical Treatment Data

The study examines the competencies of Punong Barangays in Hadji Panglima Tahil, Province of Sulu, in basic services, legislative functions, and executive functions. It also investigates the differences in competencies based on demographic profile, using T-Test for gender and ANOVA for other variables. The study also examines the correlation among subcategories under competencies.

5. Results and Discussion

The study looks at Punong Barangays in Hadji Panglima Tahil, Province of Sulu, in terms of basic services, legislative functions, and executive duties. It also looks into differences in competences depending on demographic profile, employing a T-test for gender and an ANOVA for other variables. The study also looks at the association between subcategories of competences.

Question 1: What is the level of employee’s satisfaction at the Bangsamoro Port Management Authority in Sulu in the context of 2.1 work environment, 2.2 work discipline, and 2.3 compensation?

1.1 In the context of Work Environment

Table 1. 1 Level of employee’s satisfaction at the Bangsamoro Port Management Authority in Sulu in the context of work environment.

Statements	Mean	SD	Rating
1. Please rate your satisfaction with the work environment	3.98	.995	Agree
2. The organization promotes a culture of collaboration and teamwork.	4.07	.891	Agree
3. Communication within the organization is effective and transparent.	4.02	1.015	Agree
4. My work is evaluated based on a fair system of performance standards.	4.14	.841	Agree
5. My coworkers and I work well together.	3.93	.902	Agree
6. Opportunities for skill development and training are readily available	3.91	.911	Agree
7. Generally, this organization is a better place to work on.	3.84	1.022	Agree
Total	3.9843	.67033	Agree

Legend: 4.50-5.00 = Strongly Agree (SA), 3.50-4.49 = Agree (A), 2.50-3.49 = Neutral (N), 1.50-2.49 = Disagree (D), 1.00-1.49 = Strongly Disagree (SD)

Table 2.1 shows the level of employee’s satisfaction at the Bangsamoro Port Management Authority in Sulu in the context of work environment. The result shows that the total mean score is 3.9843, which indicates an overall rating of “Agree”. The total standard deviation is 0.67033, which indicates that there is some variation among the employee-respondents in their agreement with the statements. This means that the employee-respondents have a high level of satisfaction at the Bangsamoro Port Management Authority in Sulu regarding their work environment.

The mean scores indicated that the employee-respondents agreed on their satisfaction with the work environment, promotion of culture of collaboration and teamwork, effectiveness, and transparency of communication within the organization, evaluation of work based on a fair system of performance standards. They also agreed that they and their coworkers worked well together, opportunities for skill development and training were readily available, and this

organization was a better place to work. The statement with the highest mean score (4.14) and rating (Agree) is “My work is evaluated based on a fair system of performance standards.” This implies that the employees feel that they are assessed fairly and objectively by their managers. On the other hand, the statement with the lowest mean score (3.84) and rating (Agree) is “Generally this organization is a better place to work on.” This implies that the employees are satisfied with their organization, but there may be some room for improvement compared to other workplaces.

1.2 In the context of Work Discipline

Table 1.2 Level of employee’s satisfaction at the Bangsamoro Port Management Authority in Sulu in the context of work discipline.

Statements	Mean	SD	Rating
1. I adhere to work-related policies and guidelines.	4.30	.759	Agree
2. Clarity of performance expectations and objectives helps me in maintaining my work discipline.	3.91	.877	Agree
3. The feedback and guidance received contribute positively to my work discipline and performance.	4.12	.769	Agree
4. Deadlines and targets are communicated clearly and achievable.	3.99	.847	Agree
5. I feel a sense of personal responsibility to maintain work discipline.	4.48	5.074	Agree
Total	4.160	1.18065	Agree

Legend: 4.50-5.00 = Strongly Agree (SA), 3.50-4.49 = Agree (A), 2.50-3.49 = Neutral (N), 1.50-2.49 = Disagree (D), 1.00-1.49 = Strongly Disagree (SD)

Table 2.2 shows the level of employee’s satisfaction at the Bangsamoro Port Management Authority in Sulu in the context of work discipline. The result shows that the total mean score is 4.160, which indicates an overall rating of “Agree”. The total standard deviation is 1.18065, which indicates that there is some variation among the employee-respondents in their agreement with the statements. This means that the employee-respondents have a high level of satisfaction at the Bangsamoro Port Management Authority in Sulu regarding their work discipline.

The mean scores indicated that the employee-respondents agreed on their satisfaction with the adherence to work-related policies and guidelines, clarity of performance expectations and objectives in maintaining their work discipline, feedback and guidance received that contributed positively to their work discipline and performance, deadlines and targets that were communicated clearly and achievable, and sense of personal responsibility to maintain work discipline. The highest mean score is 4.48 for the statement “I feel a sense of personal responsibility to maintain work discipline.” This implies that employees have a strong sense of accountability and commitment to their work quality and output. The lowest mean score is 3.91 for the statement “Clarity of performance expectations and objectives helps me in maintaining my work discipline.” This indicates that employees are less satisfied with the clarity and achievability of their performance goals and standards.

1.3 In the context of Compensation

Table 1.3 Level of employee’s satisfaction at the Bangsamoro Port Management Authority in Sulu in the context of compensation

Statements	Mean	SD	Rating
1. I am satisfied with my current compensation package.	4.38	.862	Agree
2. I feel your compensation is fair and competitive compared to industry standards.	3.79	1.018	Agree

3. My compensation reflects my contributions and efforts in the organization.	3.91	1.045	Agree
4. Opportunities for performance-based bonuses or incentives are clearly communicated.	4.01	.870	Agree
5. The transparency in compensation structure is satisfactory.	4.26	2.953	Agree
6. The benefits and perks align with my needs and expectation.	3.75	.947	Agree
7. Opportunities for career and growth are linked to performance and achievements.	4.02	.943	Agree
Total	4.0171	.77273	Agree

Legend: 4.50-5.00 = Strongly Agree (SA), 3.50-4.49 = Agree (A), 2.50-3.49 = Neutral (N), 1.50-2.49 = Disagree (D), 1.00-1.49 = Strongly Disagree (SD)

Table 2.3 shows the level of employee’s satisfaction at the Bangsamoro Port Management Authority in Sulu in the context of compensation. The result shows that the total mean score is 4.0171, which indicates an overall rating of “Agree”. The total standard deviation is .77273, which indicates that there is some variation among the employee-respondents in their agreement with the statements. This means that the employee-respondents have a high level of satisfaction at the Bangsamoro Port Management Authority in Sulu regarding their compensation.

The mean scores indicated that the employee-respondents agreed on their satisfaction with the current compensation package, fairness and competitiveness of compensation compared to industry standards, compensation that reflected their contributions and efforts in the organization, clear communication of opportunities for performance-based bonuses or incentives, transparency in compensation structure, benefits and perks that aligned with their needs and expectations, and opportunities for career and growth that were linked to performance and achievements. The highest mean score is 4.38 for the statement “I am satisfied with my current compensation package.” This implies that employees feel happy and rewarded for their work quality and output. The lowest mean score is 3.75 for the statement “The benefits and perks align with my needs and expectation.” This indicates that employees are less satisfied with the additional benefits and incentives offered by the organization.

Question 2: Is there a significant difference on the level of employees’ satisfaction at Bangsamoro Port Management Authority when data are classified according to the demographic profile in terms of 3.1 gender, 3.2 age, 3.3 length of service, 3.4 educational attainment, and 3.5 appointment status?

2.1. In terms of Gender

Table 2.1 Difference on the level of employees’ satisfaction at Bangsamoro Port Management Authority when data are classified according to the demographic profile in terms of gender

Variables	Grouping	Mean	SD	Mean Difference	<i>t</i>	Sig.	Description
Work Environment	Male	4.0498	.63766	.46820	2.486	.015	Significant
	Female	3.5816	.74855				
Work Discipline	Male	4.2186	1.23655	0.4186	1.233	.220	Not Significant
	Female	3.8000	.67482				
Compensation	Male	4.1013	.76911	.60133	2.791	0.006	Significant
	Female	3.5000	.58701				

*Significant at alpha 0.05

Table 2.1 presents the difference on the level of employees’ satisfaction at Bangsamoro Port Management Authority when data are classified according to the demographic profile in terms

of gender. The variables include work environment, work discipline, and compensation. The table shows that the mean difference and probability values for all variables, except for work discipline, are significant at alpha 0.05. This means that the level of satisfaction of these variables affects the perceptions of male and female employee-respondents differently. However, on the level satisfaction of work discipline, both groups perceive the same way. This implies that the employee-respondents perceive the level of satisfaction at Bangsamoro Port Management Authority differently depending on their gender, except for work discipline.

2.2 In terms of Age

Table 2.2 Difference on the level of employees’ satisfaction at Bangsamoro Port Management Authority when data are classified according to the demographic profile in terms of age

Sources of Variation		Sum of Squares	df	Mean Square	F	Sig.	Description
Work Environment	Between Groups	0.821	2	0.41	0.912	0.405	Not Significant
	Within Groups	43.665	97	0.45			
	Total	44.486	99				
Work Discipline	Between Groups	0.307	2	0.153	0.108	0.898	Not Significant
	Within Groups	137.693	97	1.42			
	Total	138	99				
Compensation	Between Groups	1.093	2	0.547	0.914	0.404	Not Significant
	Within Groups	58.02	97	0.598			
	Total	59.113	99				

*Significant at alpha 0.05

Table 2.2 presents the difference on the level of employees’ satisfaction at Bangsamoro Port Management Authority when data are classified according to the demographic profile in terms of age. The variables include work environment, work discipline, and compensation. The table shows that the F-values and probability values for all variables are not significant at alpha 0.05. This means that the perceptions of employee-respondents aged 24 years and below on the level of satisfaction of these variables do not differ from those of employee-respondents aged 25-44 years, and 45-54 years, or vice versa. This implies that the employee-respondents perceive the level of satisfaction at Bangsamoro Port Management Authority in the same way regardless of their age.

2.3 In terms of Length of Service

Table 2.3 Difference on the level of employees’ satisfaction at Bangsamoro Port Management Authority when data are classified according to the demographic profile in terms of length of service

Sources of Variation		Sum of Squares	df	Mean Square	F	Sig.	Description
Work Environment	Between Groups	.207	2	.103	.227	.798	Not Significant
	Within Groups	44.279	97	.456			
	Total	44.486	99				
Work Discipline	Between Groups	2.311	2	1.156	.826	.441	Not Significant
	Within Groups	135.689	97	1.399			
	Total	138.000	99				
Compensation	Between Groups	1.346	2	.673	1.130	.327	Not Significant
	Within Groups	57.767	97	.596			
	Total	59.113	99				

*Significant alpha .05

Table 2.3 presents the difference on the level of employees' satisfaction at Bangsamoro Port Management Authority when data are classified according to the demographic profile in terms of length of service. The variables include work environment, work discipline, and compensation. The table shows that the F-values and probability values for all variables are not significant at alpha 0.05. This means that the perceptions of employee-respondents who have been employed for 5 years and below on the level of satisfaction of these variables do not differ from those of employee-respondents who have been employed for 6-10 years, and 11 years and above, or vice versa. This implies that the employee-respondents perceive the level of satisfaction at Bangsamoro Port Management Authority in the same way regardless of their length of service.

2.4 In terms of Educational Attainment

Table 2.4 Differences in the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu when they are grouped according to their demographic profile in terms of educational attainment

Sources of Variation		Sum of Squares	df	Mean Square	F	Sig.	Description
Work Environment	Between Groups	.263	3	.088	.190	.903	Not Significant
	Within Groups	44.223	96	.461			
	Total	44.486	99				
Work Discipline	Between Groups	1.949	3	0.650	.458	.712	Not Significant
	Within Groups	136.051	96	1.417			
	Total	138.000	99				
Compensation	Between Groups	2.983	3	.994	1.701	.172	Not Significant
	Within Groups	56.130	96	.585			
	Total	59.113	99				

*Significant alpha .05

Table 2.4 presents the difference on the level of employees' satisfaction at Bangsamoro Port Management Authority when data are classified according to the demographic profile in terms of educational attainment. The variables include work environment, work discipline, and compensation. The table shows that the F-values and probability values for all variables are not significant at alpha 0.05. This means that the perceptions of employee-respondents with college level-education on the level of satisfaction of these variables do not differ from those of employee-respondents with high school level-education, bachelor's degree, and bachelor's degree with master's units, or vice versa. This implies that the employee-respondents perceive the level of satisfaction at Bangsamoro Port Management Authority in the same way regardless of their educational attainment.

2.5 In terms of Appointment Status

Table 2.5. Difference on the level of employees' satisfaction at Bangsamoro Port Management Authority when data are classified according to the demographic profile in terms of appointment status.

Sources of Variation		Sum of Squares	df	Mean Square	F	Sig.	Description
Work Environment	Between Groups	.439	2	.219	.483	.618	Not Significant
	Within Groups	44.047	97	.454			
	Total	44.486	99				
Work Discipline	Between Groups	2.305	2	1.153	.824	.442	Not Significant
	Within Groups	135.695	97	1.399			
	Total	138.000	99				
Compensation	Between Groups	2.961	2	1.481	2.558	.083	Not Significant
	Within Groups	56.152	97	.579			
	Total	59.113	99				

*Significant at alpha 0.05

Table 2.5 presents the difference on the level of employees' satisfaction at Bangsamoro Port Management Authority when data are classified according to the demographic profile in terms of appointment status. The variables include work environment, work discipline, and compensation. The table shows that the F-values and probability values for all variables are not significant at alpha 0.05. This means that the perceptions of employee-respondents with casual status on the level of satisfaction of these variables do not differ from those of employee-respondents with COS/JOS, and permanent status, or vice versa. This implies that the employee-respondents perceive the level of satisfaction at Bangsamoro Port Management Authority in the same way regardless of their appointment status.

Question 3: Is there a significant correlation among the sub-categories subsumed under the level of employees' satisfaction at Bangsamoro Port Management Authority?

Table 3. Correlation among the sub-categories subsumed under the level of employees' satisfaction at Bangsamoro Port Management Authority.

Variables		Pearson <i>r</i>	Sig.	N	Description
Dependent	Independent				
Work Environment	Work Discipline	.447*	.000	100	Moderate
	Compensation	.701*	.000	100	Very high
Work Discipline	Compensation	.300*	.002	100	Moderate

*Correlation coefficient is significant at alpha .05

Correlation Coefficient Scales Adopted from Hopkins, Will (2002):

0.0-0.1 = Nearly Zero; 0.1-0.3 = Low; 0.3-0.5 = Moderate; 0.5-0.7 = High; 0.7-0.9 = Very High; 0.9-1 = Nearly Perfect

6. Conclusion

The investigation yielded numerous noteworthy conclusions. First, the demographic profile of the employee respondents indicates that cultural and religious variables may contribute to the gender difference in labor market participation. Furthermore, the age distribution indicates restricted chances for the younger generation and retention of senior personnel, but the length of service and appointment status distributions indicate limited career advancement. Furthermore, the educational attainment distribution shows each employee's educational background and qualifications. Second, the survey found a high degree of employee satisfaction at the Bangsamoro Port Management Authority in Sulu, indicating a favorable and conducive work environment that encourages employee engagement and motivation. Employees are satisfied with their work environment, discipline, and salary. Third, the study found that gender is the only demographic element that influences employee happiness, while other variables have no significant impact. Finally, the association among employee satisfaction sub-categories suggests that Bangsamoro Port Management Authority employees are generally satisfied with their work environment, work discipline, and salary. These findings emphasize the significance of a positive workplace culture in increasing employee satisfaction and engagement.

7. Recommendation

Based on the findings and conclusions, this study forwards the following recommendations:

1) Bangsamoro Ports Management Authority-Sulu may sustain and improve the employee's satisfaction by ensuring a supportive, fair, and rewarding work environment.

- 2) Bangsamoro Ports Management Authority-Sulu may enhance the career advancement prospects of the employees, especially those who have been working for a long time and have permanent status.
- 3) Employees at Bangsamoro Ports Management Authority-Sulu may seek and pursue personal and professional growth and development by availing of the opportunities and incentives offered by the organization, as well as engaging in lifelong learning and professional development activities.
- 4) Future studies may compare the employee's satisfaction at Bangsamoro Ports Management Authority-Sulu with other ports management authorities in the region and the country, as well as with other similar organizations in the public and private sectors.

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