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**Job Satisfiers and Dissatisfiers Among the Employees
of Adventist International Institute of Advanced Studies:
An Analysis**

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ABSTRACT — The purpose of this qualitative study was to review the perceptions and desires of the employees of Adventist International Institute of Advanced Studies (AIAS) on motivational factors (“satisfiers”) as indicators of job satisfaction and hygiene factors (“dissatisfiers”) as indicators of job dissatisfaction. An additional purpose was to determine the differences between what the employees perceived and what they desired when they were grouped by a variety of demographic characteristics. The employees’ outlook on their current jobs were also analyzed by the same demographic variables.

All 75 AIAS full-time employees indicated their perceptions and desires by means of a set of validated instruments, namely: (a) a “Personal Data Sheet,” (b) the “Current Job Outlook Questionnaire” (previously developed by the Asian Human Resources and Manpower Development Consultants under the care of Dr. Ambrosio dela Cruz, a professor at the University of Santo Tomas), and (c) “Factors Important in My Job Questionnaire” (developed according to Herzberg’s Motivation and Hygiene Theory). From this total population, the “typical” AIAS employee was characterized as male, aged between 41 and 50 years, having fewer than thirteen years tenure at AIAS, and holding at least a bachelor’s degree. As of December 31, 1999, most of these employees were Filipinos, but the total included 25 expatriates. There was an indication that most employees desired opportunity to learn more, to get ahead in the organization, and to get ahead professionally. This desire was strongest among those who were earning at less than 100% of the wage factor and who had only a high school educational background. Nevertheless, non-Filipino or expatriate employees also indicated a strong interest in developing greater competence in their jobs.

Regardless of classification by demographic variables, the perception of a generally low salary scale seemed to be the only dissatisfier that existed in the minds of the majority of AIAS employees. Nonetheless, 71% of the respondents rated their current jobs with AIAS as either “the best so far” or “second best” of their careers.

Theoretical Framework

April 2001, Vol. 4, No. 1

Frederick Herzberg's Motivation-Hygiene Theory (1966), coupled with the "Current Job Outlook and Factors Important In My Job" instrument developed by Asian Human Resources and Manpower Development Consultants under the direction of Dr. Ambrosio dela Cruz, a professor at the University of Santo Thomas (UST), Philippines, formed the theoretical framework of this study. Perceptions of AIIAS employees on motivational factors (the job itself) as contributors of job satisfaction, hygiene factors (the work environment) as contributors of job dissatisfaction, and their level of current job satisfaction were studied in light of this framework (please refer to Figure 1).

MOTIVATIONAL (Job Itself)		HYGIENE (Work Environment)	
1	Opportunity to learn/acquiring new skills and knowledge.	1	Availability or support.
2	Influence, making important decision; exercising power.	2	Salary, earning enough money.
3	Getting ahead in the organization.	3	Prestige in the community.
4	Getting ahead professionally.	4	Respect to coworkers.
5	Having enough decision making freedom and responsibility.	5	Security in job.
6	Prestige in the organization	6	Good personal relations.
7	Originality, working with new ideas.	7	Nature of the organization.
8	Importance of tasks.	8	Fringe benefits, bonuses, insurance.
9	Competence, knowing the job.	9	Having good physical working conditions.
10	Working enjoyment, enjoying the work itself.	10	Good supervisors who are competent.
Demographic Variables			
P	CURRENT JOB SATISFACTION	D	
E			
R		V. The best so far	E
C		W. Second best	S
E		X. The job is stepping-stone to what I ultimately want	I
P		Y. Hardly what I want	R
T		Z. Below my expectation	E
I		D	
O			
N			

Figure 1. Theoretical framework of the study on factor components of Herzberg's motivation-hygiene theory and current job outlook.

Herzberg's (1996) research indicated that the two sets of factors influenced the behavior of individuals in an organization. He further pointed out that "motivational factors are strong satisfiers, whereas their absence easily creates less

satisfaction, which on the other hand hygiene factors are those pertinent to the level of dissatisfaction and to the work environment itself” (p. 171). Kossen (1994) explained that “the first [of the two sets] of factors provides an almost neutral feeling among the workers of an organization. Withdrawing these hygiene factors from the work environment will tend, however, to cause dissatisfaction. The second set of factors, termed motivational factors or satisfiers, is said to cause job satisfaction” (pp. 167, 168). Based on the model shown in Figure 1, the present study focused on how AIIAS employees perceived and desired these motivational factors as satisfiers and hygiene factors as dissatisfiers, including their current job outlook.

Motivational and Hygiene Factors

Herzberg (1966) gave the list of the following six motivators: achievement, recognition for achievement, work itself, responsibility, advancement, and possibility of growth. He also gave the following ten hygiene factors: supervision, company policy and administration, working conditions, interpersonal relations with peers, interpersonal relations with subordinates, interpersonal relations with superiors, status, job security, salary, and personal life (pp. 95-96). Factors like these motivate individuals in their work; the absence of such satisfiers, however, will necessarily cause no dissatisfaction. Many employees appreciate recognition, while responsibility is another factor that motivates them. To some people, high salary is all that matters, which is not always true to some other people. Are employees happy with high salary alone? What about the way jobs are to be done? Does it affect employee’s satisfaction? Answers to these questions are basic to good management of people. Schein (1980) wrote that it was assumed that management had only to tell people exactly what to do to increase their earnings and they would go right ahead and do as rational people should. But as many managers have discovered, people have a need to feel important and want a say in the things that matter to them (pp. 52-57). Hackman and Lawler (1971) extended their observation beyond job depth and came up with five core job dimensions: skill variety, task identity, task significance, autonomy, and feedback through which the relationship of specialization, satisfaction, and productivity can be gauged (pp. 11-16). Brickley, Smith, and Zimmerman (1996) agreed with Herzberg that job satisfaction and dissatisfaction should be considered separately. They also mentioned the two types of factors present across an organization: motivators and hygienes. They further said that “job satisfaction increases with motivating factors” (pp. 21-22). Robbins (1998), on the same tune, defined motivation as “the willingness to exert high level of effort toward organizational goals, conditioned by the effort’s ability to satisfy some individual need” (p. 168). Miner (1978) described that the two-factor theory was developed primarily by Herzberg as a result of his studies of job attitudes. In particular, he mentioned that intrinsic (job content) factors or motivators, namely, achievement, recognition of achievement, being given responsibility, advancement, the work itself, and under certain circumstances the possibility of growth, while extrinsic or hygiene factors, namely, company policy and administration, the technical aspect of supervision, the interpersonal relations aspect of supervision, the interpersonal relations aspect

with peers, interpersonal relations with subordinates, working conditions, pay increases, and under certain circumstances in one's personal life. They had supported Herzberg's theory on motivation and hygiene more than anyone else.

Current Job Outlook

Based on an instrument developed by the Asian Human Resources and Manpower Development Consultants on "Current Job Outlook and Factors Important In My Job" the study attempted to profile AIIAS employees in terms of their perceptions of what they felt about their current job. Dr. Ambrosio dela Cruz said that new management concept is graphically presented as a management wheel. He further indicated that the following three essential elements for growth were objectives, operations, and evaluation. Operation could be geared toward the achievement of "innovation of operation and development of people" in which he saw they would be the areas employees could be kept in the organization and further developed continually for their satisfaction, rather than letting them leave the organization and find the so-called "greener pastures" where their values for upward mobility encouraged them to forget loyalty (1977, p. 5).

Research Methodology

This study is a qualitative review on the perceptions of the entire 75 AIIAS full-time employees on motivational factors that contributed to the satisfaction of their current job and hygiene factors or working environment that determined their level of dissatisfaction as well. The study had utilized a set of validated instrumentations to gather the above perceptions. Instrument 1 or Personal Data Sheet was used to collect information on demographic variables from the respondents. Instrument 2 or Current Job Outlook Questionnaire, previously developed by the Asian Human Resources and Manpower Development Consultants under the care of Dr. Ambrosio dela Cruz, a professor at the University of Santo Tomas (UST), Philippines, was used to gather data that would determine the emotional disposition of the respondents to their current job outlook as either the best so far (5 points), second best (4 points), the job is a stepping stone to what I ultimately want (3 points), hardly what I want (2 points), and below my expectations (1 point). Instrument 3 on Factors Important in My Job, from Herzberg's Motivation and Hygiene Theory with a total of 20 questions, was used to measure the perceptions of employees on the level of job satisfaction and dissatisfaction at AIIAS as well as revealing the differences between what they perceived and desired on these levels of job satisfaction and dissatisfaction. (Please refer to the Appendix for the three instruments.)

Findings of the Study

The findings of the study and the discussion are systematically presented in this feature according to the following research questions: (a) What is the *profile of AIIAS employees* in terms of gender, age, nationality, marital status, length of service at AIIAS, present salary rate, and educational attainment? (b) How are motivational factors as indicators of job satisfaction and hygiene factors

as indicators of job dissatisfaction *ranked based on means*? (c) What are the *differences between the perceived and desired levels* of motivation and hygiene factors when respondents are grouped according to demographic variables? (d) What is the *current job outlook profile* when respondents are classified according to demographic variables?

AIIAS Employees' Profile

AIIAS employees' profile is presented as one of the findings when grouped by the following demographic variables: gender, age, nationality, marital status, length of service at AIIAS, present salary rate, and educational attainment. As of December 31, 1999, AIIAS workers were composed of three (3) general officers including the President, nine (9) other officers, sixteen (16) full-time faculty, four (4) administrative assistants, nineteen (19) supporting staff, and eighteen (18) elementary school staff and faculty. This group was composed of male workers ($\underline{N} = 44$ or 58.67%) representing the majority followed by female workers ($\underline{N} = 31$ or 41.33%). Most employees were within an age bracket of 31 years and above, while those within 41 to 50 years bracket represented the largest in the population. In terms of nationality, there were at least 25 foreign employees comprised of Americans ($\underline{N} = 6$), Canadians ($\underline{N} = 5$), Indonesians ($\underline{N} = 3$), Koreans ($\underline{N} = 2$) and other various nationalities, with the remaining majority of workers from the Philippines, with a combined average profile in length of service at AIIAS of between two to thirteen years. Nevertheless, there were some representing 25.33% ($\underline{N} = 19$) who stayed for more than thirteen years.

Most of them had attained academic degrees (30.70% in doctorate level, 20.00% in master's level, and 37.30% in bachelor's level, or a total of 88.00%) and were placed within a range of salary rate of more than 100%.

Ranks of Means of Perceived and Desired Motivational and Hygiene Factors

Both sets of motivational and hygiene factors shown in Figure 1 were ranked in terms of means of their *perceptions and desires*. The first set of factors or "satisfiers" caused job satisfaction that motivated employees in the work performances. "The absence of satisfiers will however not cause dissatisfaction, but less satisfaction" according to Kossen (1994, p. 168).

Table 1
 AIIAS Employees Profile as of December 31, 1999
 by Selected Demographic Variables (N = 75)

Number	Demographic Variable By	Description	N	%
1	Gender	Male	44	58.7
		Female	31	41.3
2	Age	51 years and above	15	20.0
		41 – 50 years	30	40.0
		31 – 40 years	21	28.0
		30 years and below	9	12.0
3	Nationality	Filipino	50	66.7
		Non-Filipino		
		American	6	8.0
		Canadian	5	6.7
		Indonesia	3	4.0
		Korean	2	2.7
	Others	9	11.9	
4	Marital Status	Married	64	85.3
		Single	9	12.0
		Widowed	2	2.7
5	Length of Service	Fewer than 2 years	15	20.0
		2 – 13 years	41	54.7
		Above 13 years	19	25.3
6	Present Salary Rate	151% and above	16	21.3
		100 – 150%	42	56.0
		Less than 99%	17	22.7
7	Educational Attainment	Doctorate Degree	23	30.7
		Master's Degree	15	20.0
		Bachelor's Degree	28	37.3
		Third Year College	3	4.0
		Vocational	2	2.7
		Certificate	4	5.3
		High School and below		

The second set of factors or “dissatisfiers” on the other side is “the one leading to dissatisfaction in the workplace or conditions in the work place where employees are not satisfied and are poorly motivated” according to Witzel (1999, p. 85).

Perceived and Desired Motivational Factors

Table 2 shows the means of employees’ perceptions and desires on motivational factors according to their means and standard deviations. Motivational factors *perceived* by AIIAS employees were importance of task ($\underline{M} = 4.17, \underline{SD} = 0.84$), work enjoyment ($\underline{M} = 4.12, \underline{SD} = 0.82$), competence or knowing the job well ($\underline{M} = 4.08, \underline{SD} = 0.87$), having enough decision making freedom and responsibility ($\underline{M} = 4.03, \underline{SD} = 0.85$), and originality or working with new ideas ($\underline{M} = 3.89, \underline{SD} = 0.97$), opportunity to learn and acquire new skills and knowledge ($\underline{M} = 3.76, \underline{SD} = 0.94$), getting ahead professionally ($\underline{M} = 3.53, \underline{SD} = 1.09$), the influence in making important decision ($\underline{M} = 3.53, \underline{SD} = 0.88$), prestige in the organization ($\underline{M} = 3.53, \underline{SD} = 1.03$), and getting ahead in the organization ($\underline{M} = 3.29, \underline{SD} = 1.01$) as the last factor. Factors *desired* were work enjoyment ($\underline{M} = 4.47, \underline{SD} = 0.94$), competence or knowing the job well ($\underline{M} = 4.41, \underline{SD} = 0.77$), importance of task ($\underline{M} = 4.29, \underline{SD} = 0.94$), opportunity to learn and acquire new skills and knowledge ($\underline{M} = 4.25, \underline{SD} = 0.79$), and having enough decision making freedom and responsibility ($\underline{M} = 4.21, \underline{SD} = 0.95$), getting ahead professionally ($\underline{M} = 4.15, \underline{SD} = 1.04$), originality or working with new ideas ($\underline{M} = 3.97, \underline{SD} = 0.97$), getting ahead in the organization ($\underline{M} = 3.91, \underline{SD} = 1.02$), the influence of making important decision ($\underline{M} = 3.89, \underline{SD} = 0.86$), and prestige in the organization ($\underline{M} = 3.72, \underline{SD} = 1.09$) as the last factor.

Table 2
Means and Standard Deviations of Motivational Factors
as They Are Perceived and Desired (N = 75)

Motivation Factors	Perceived			Desired			Mean Difference
	Mean	SD	Rank	Mean	SD	Rank	
Importance of task	4.17	0.84	1	4.29	0.94	3	0.12
Work enjoyment, enjoying the work itself	4.12	0.82	2	4.47	0.94	1	0.35
Competence, knowing the job	4.08	0.87	3	4.41	0.77	2	0.38
Having enough decision making freedom and	40.3	0.85	4	4.21	0.95	5	0.18

responsibility							
Originality, working with new ideas	3.89	0.97	5	3.97	0.97	7	0.08
Opportunity to learn/acquiring new skills and knowledge	3.76	0.94	6	4.25	0.79	4	0.49
Getting ahead professionally	3.53	1.09	7	4.15	1.04	6	0.62
Influence, making important decisions, exercising power	3.53	0.88	8	3.89	0.86	9	0.36
Prestige in the organization	3.53	1.03	9	3.72	1.09	10	0.19
Getting ahead in the organization	3.29	1.01	10	3.91	1.02	8	0.62

Legend: SD = Standard Deviation

Perceived and Desired Hygiene Factors

On the other hand, factors that were perceived and desired as dissatisfiers by AIIAS employees are shown in Table 3. Hygiene Factors *perceived* by AIIAS employees were security in my job or the assurance of a stable career ($\underline{M} = 4.24$, $\underline{SD} = 0.75$), good personal relations ($\underline{M} = 4.17$, $\underline{SD} = 0.78$), respect of coworkers ($\underline{M} = 4.09$, $\underline{SD} = 0.89$), good supervision ($\underline{M} = 4.05$, $\underline{SD} = 0.90$), having good physical working conditions ($\underline{M} = 4.04$, $\underline{SD} = 0.85$), prestige in the community ($\underline{M} = 3.93$, $\underline{SD} = 0.93$), nature of the organization ($\underline{M} = 3.91$, $\underline{SD} = 0.81$), the availability of support ($\underline{M} = 3.88$, $\underline{SD} = 1.01$), fringe benefits ($\underline{M} = 3.82$, $\underline{SD} = 0.87$), and salary or earning enough money ($\underline{M} = 3.32$, $\underline{SD} = 0.87$) as the last factor. While those *desired* in rank were good supervision ($\underline{M} = 4.37$, $\underline{SD} = 0.87$), good personal relations ($\underline{M} = 4.33$, $\underline{SD} = 0.86$), security in my job or the assurance of a stable career ($\underline{M} = 4.28$, $\underline{SD} = 0.98$), having good physical working conditions ($\underline{M} = 4.23$, $\underline{SD} = 0.94$), the availability of support ($\underline{M} = 4.21$, $\underline{SD} = 0.93$), respect of coworkers ($\underline{M} = 4.20$, $\underline{SD} = 0.94$), fringe benefits ($\underline{M} = 4.20$, $\underline{SD} = 0.79$), nature of the organization ($\underline{M} = 4.11$, $\underline{SD} = 0.91$), prestige in the community ($\underline{M} = 4.04$, $\underline{SD} = 0.99$), and salary or earning enough money ($\underline{M} = 3.95$, $\underline{SD} = 0.96$) as the last factor.

Table 3
Means and Standard Deviations of Hygiene Factors

as They Are Perceived and Desired (N = 75)

Hygiene Factors	Perceived			Desired			Mean Difference
	Mean	SD	Rank	Mean	SD	Rank	
Security in my job	4.24	0.75	1	4.28	0.98	3	0.04
Good personal relations	4.17	0.78	2	4.33	0.86	2	0.16
Respect of co-workers	4.09	0.89	3	4.20	0.94	6	0.11
Good supervision	4.05	0.90	4	4.37	0.87	1	0.32
Having good physical working conditions	4.04	0.85	5	4.23	0.94	4	0.19
Prestige in the community	3.93	0.93	6	4.04	0.99	9	0.11
Nature of the organization	3.91	0.81	7	4.11	0.91	8	0.20
Availability support	3.88	1.01	8	4.21	0.93	5	0.33
Fringe benefits	3.82	0.87	9	4.20	0.79	7	0.38
Salary, earning enough money	3.32	0.87	10	3.95	0.96	10	0.63

Legend: SD = Standard Deviation

Differences Between the Perceived and the Desired Motivational and Hygiene Factors According to Selected Demographic Variables.

The study had been designed to pinpoint the main differences in means between what AIIAS employees perceived and desired of the motivational factors as satisfiers and hygiene factors as dissatisfiers when grouped by gender, age, nationality, marital status, length of service at AIIAS, present salary rate, and educational attainment. The summary of both factors that served as satisfiers and dissatisfiers is presented in Table 4.

Table 4

The Difference Between Perceived and Desired Levels of Motivational and Hygiene Factors According to Selected Demographic Variables.

Variables	Motivation	Hygiene
Gender	Female: selected opportunity to learn or acquire new skills and knowledge. Males: chose getting ahead in the organization.	Both: females and males desired more in better salary, earning enough money and fringe benefits
Age	Almost everybody: getting ahead in the organization	Almost everybody: Desired better salary, earning enough money.
Nationality	Filipino: Opportunity to learn/to acquire new skills and knowledge, and getting ahead in the organization. Non-Filipino: Competence, knowing the job	Both: Better salary, earning enough money. Non-Filipino: Good physical working conditions
Marital Status	Married: getting ahead in the organization Single: Opportunity to learn/to acquire new skills and knowledge.	Both: Desired more in better salary, earning enough money.
Length of Service at AIIAS	All: Getting ahead in the organization	All: Desired more in better salary
Present Salary	Less 100%: Opportunity to learn/to acquire new skills and knowledge More than 100%: Getting ahead professionally	All: Salary, earning enough money; good physical working conditions; availability of support; and good supervisors.
Educational Attainment	High School or less: Opportunity to learn or acquire new skills and knowledge. Master & Doctoral: Getting ahead professionally and getting ahead in the organization.	

Differences in Motivational Factors as Satisfiers

When grouped by gender, female employees indicated a stronger desire to have an opportunity to learn or acquire new skills (M difference = 0.68) and getting ahead professionally (M difference = 0.67), while both married male and female employees of all age brackets and length of service desired more to get ahead in the organization with a M difference of 0.68 and 0.52, and to get ahead professionally with a M difference of 0.57 and 0.67, respectively. There seemed to be an indication that those who desired to have an opportunity to learn more, getting ahead in the organization, and getting ahead professionally were Filipino employees with the largest population (N = 50). The desire to learn more seemed to have come mostly from those who were earning salary of less than 100% and have a high school background. Nevertheless, non-Filipino or expatriate employees indicated a strong desire in developing competence in doing their job (M difference = 0.84).

Differences in Hygiene Factors as Dissatisfiers

When grouped by gender, age, nationality, marital status, and length of service, earning enough money through an attractive salary was the only dissatisfier with the largest difference in means. By gender, male and female employees indicated a M difference of 0.59 and 0.68, respectively. By age, those below and/or above 40 years of age also indicated a M difference of 0.62 and 0.64, respectively. Both Filipino and non-Filipino employees indicated a M difference of 0.68 and 0.54, respectively. By marital status, the single employees indicated the highest difference compared to those who were married. The same outcome was expressed according to length of service, as those staying below or above 7 years with AIIAS indicated a M difference of above 0.60. However, when analyzed according to present salary rate, employees earning below 100%, 100-125%, and 126-150% indicated a M difference of 0.54, 0.67, and 0.76, respectively, while those earning 150% and above seemed to have the smallest difference. To the amazement of the researcher, the study revealed that those with educational attainment indicated the largest M differences. They were those with doctoral degrees (M difference = 0.79), followed by those with master's degrees (M difference = 0.78) and bachelor's degrees (M difference = 0.60). Those with only a high school education did not differ in their perceptions and desires.

Current Job Outlook Profile according to Selected Demographic Variables

In congruence with the framework of the study, current job outlook, as perceived by all employees, was included in order to reveal how they felt the stability of their career would look like at AIIAS. The analysis was done through an overall frequency and percentage distribution as shown in Table 5 and by selected demographic variables in Table 6.

Overall Job Outlook Profile at AIIAS

The largest group of employees who viewed their present jobs as the best so far represented 52.00%. There were 14 employees or 18.67% of the total population who rated their present position as the second best and expected to stay at AIIAS for quite some time. However, there was another group of 20 employees or 26.67% who rated their present jobs as temporary and hope to find other jobs and better opportunities. Should we combine the first and second outlook, a total number of 53 employees or 70.67% expressed satisfaction with their present jobs.

Table 5
Frequency and Percentage Distribution of Job Outlook Profile of AIIAS
Employees as of December 31, 1999 ($N = 75$)

Current Job Outlook	Frequency (f)	%	Rank
Job is the best so far	39	52.0	1.0
Job is a stepping-stone	20	26.7	2.0
Job is second best	14	18.7	3.0
Job is not what I want	1	1.3	4.5
Job is way below my expectation	1	1.3	4.5
Total	75.	100.00	

Job Outlook Profile When Grouped by Selected Demographic Variables

When grouped by selected demographic variables such as gender, age, nationality, marital status, length of service, present salary rate, and educational attainment, job outlook profile is presented below:

1. When grouped by gender, the number of male as compared with female employees represented 58.70% and 41.30%, respectively. There were more male employees who perceived that their job was the best so far and they represented 36.00% of the total population as compared with 16.00% female employees perceiving similarly. A total of 26.67% of male and female employees perceived that their job was a stepping-stone.

2. When grouped by age, the study revealed that employees in the age bracket of 31-40 years, 41-50 years, and 51 years and above perceived that their job was the best so far as evidenced by the percentage distribution of 16.00%, 14.67%, and 17.33%, respectively of the total population. However, a total of 20

employees or 26.67% from the total population said that their jobs were only a stepping-stone to better jobs in the future.

3. When grouped by nationality, the study revealed that most expatriate employees had perceived their jobs as either the best so far or second best, as indicated by 25.33% and 4.00%, respectively, of the total population. Filipino employees, in spite of what they perceived as “the best so far” and “second best,” had indicated that they still considered their jobs at AIIAS as a stepping-stone representing some 21.33% of the total population.

4. When grouped by marital status, the study revealed that most married employees had indicated that their jobs at AIIAS were the best so far and second best, even though 21.33% of the total population perceived their present jobs as a stepping-stone.

5. When grouped by length of service, the study revealed that those staying with AIIAS for less than two years, 2-4 years, 5-7 years, 8-10 years, 11-13 years, and 14 years and above had perceived that their jobs were either the best so far or second best, which represented some 14.67%, 13.33%, 14.67%, 6.67%, 5.33%, and 16.00%, respectively, of the total population.

6. When grouped by present salary rate, the study revealed that employees with present salary rate of 100% and below, 101-125%, 126-150%, and 151% and above perceived that the job they had was the best so far and/or at least second best, and represented 16.00%, 17.33%, 20.00%, and 17.33%, respectively, even though there were at least 20 employees or 26.67% who indicated that their jobs were just a stepping-stone for better prospect in the future.

7. When grouped by educational attainment, the study found that employees with bachelor’s degrees, master’s degrees, and doctoral degrees, who perceived that their jobs were the best so far and/or at least second best, represented 25.33%, 12.00%, 25.33% of the total population, respectively. However, there were at least 20 employees or 26.67% who indicated that their jobs at AIIAS were just a stepping-stone at AIIAS.

Table 6
Findings on Current Job Outlook Profile According to Selected Demographic Variables as of December 31, 1999 (N = 75)

Variables	Findings
Gender	<p>Males: job is the best so far 36%, job is second best 6.7%; job is a stepping-stone 14.7%</p> <p>Females: job is the best so far 16%; job is the second best 12%; job is a stepping-stone 12%.</p>
Age	The age bracket of 31-40 years, 41-50 years, and 51 years above perceived that the "job they have is the best so far" as evidenced by a composition of 16%, 14.7%, and 17.3%.
Nationality	<p>Filipinos representing 26.7% had perceived their job is the best so far, 16% job is the second best, 21.4% job is "a stepping-stone," and 2.6% job is not what I want.</p> <p>Non-Filipinos had perceived their job as either "the best so far," or "second best" which represent 25.3% and 4%, respectively, even though 4% of the total population perceived their present job as "a stepping-stone."</p>
Marital Status	<p>Married employees represented 45.3%, 16% their job is "the best so far" and "second best," 21.4% job as a "stepping-stone."</p> <p>Single 4% job is the best so far, and 5.3% job is a stepping-stone.</p>
Length of Service at AIIAS	Those with 14 years of service and above surprisingly considered their job as a stepping-stone (9.3%), and for those fewer than 14 years of service perceived that their job is the best so far and second best (see Table 2).
Present Salary Rate	Those with salary scale of 100% or less, 101-125%, 126-150%, 126-150 25.3%, and 150% above represented 13.3%, 12%, 10.7%, and 16% perceived their job is the best.
Educational Attainment	Respondents with bachelor's degree, master's degree, and doctoral degree representing 16%, 8%, and 24% said that their job is the best. Also, 12%, 6.7%, and 4%, respectively, said that their job is "a stepping-stone." Even though, respondents with master's degree and doctoral degree said their job is not what I want and is way below expectation represents 1.3%.

Concluding Remarks

The following findings showed how satisfiers and dissatisfiers function as determinants for motivating employees at AIIAS:

First of all, it should be brought to the attention of the readers that the majority profile of AIIAS employees who participated in this qualitative study consisted of male employees, with an age range of 41 to 50 years, length of stay at AIIAS of less than thirteen years, and with at least a bachelor's degree. Most of them were Filipino employees and 25 full-time expatriates, as of December 31, 1999.

Secondly, the result of the study showed that the factors *perceived* by AIIAS employees as satisfiers were importance of task, work enjoyment, competence or knowing the job well, having enough decision making freedom and responsibility, originality or working with new ideas, opportunity to learn and acquire new skills and knowledge, getting ahead professionally, influence in making important decision, prestige in the organization, and getting ahead in the organization. The other factors *desired* as satisfiers were work enjoyment, competence or knowing the job well, importance of task, opportunity to learn and acquire new skills and knowledge, having enough decision making freedom and responsibility, getting ahead professionally, originality or working with new ideas, getting ahead in the organization, influence of making important decision, and prestige in the organization.

Thirdly, married male and female employees of all age brackets and length of services desired more to get ahead in the organization and to get ahead professionally. There seemed to be an indication that those who desired to have an opportunity to learn more, getting ahead in the organization, and getting ahead professionally were Filipino employees, making up the largest percentage in population ($N = 50$). The desire to learn more seemed to have come mostly from those who were earning salary of less than 100% and with a high school educational background. Nevertheless, non-Filipino or expatriate employees indicated a strong desire in developing competence in doing their job. However, when grouped by gender, age, nationality, marital status, and length of service earning enough money through an attractive salary was the only dissatisfier with the largest difference in means.

Finally, the job outlook profile revealed that the largest group of employees who viewed their present jobs as the best so far represented 52.00%, in addition to the 14 employees or 18.67% who perceived their jobs as the second best, making

a total number of 53 employees or 70.67% of the total population. They expressed satisfaction with their present jobs.

With the above findings, recommendations were made for AIIAS administrators to conduct a management audit for deciding the assignment of the right persons to the right jobs, continuous implementation of in-service training programs, the preparation of a career planning program, implementation of a regular performance appraisal for all AIIAS employees, procurement of more support equipment, upgrading of employees' working conditions, and continuous implementation of professional development program.

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