



Correlation of Job Satisfaction of Poultry Farm Workers and Product Compliance Sustainability

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Abstract

The study aimed to scrutinize the relationships between Job Satisfaction and Product Compliance indicators such as Supervisor's Relations, Co-workers' Relations, Nature of Work, Working Conditions, Pay and promotions, Product Attributes, Product Standards, and Product Disclosure. The samples were poultry farm workers from the province of Bulacan, Philippines. In addition to employing random sampling, the research instruments comprised rating scale-equipped questionnaires. The research utilized Mann-Whitney U and Kruskal-Wallis to test the significant difference, Spearman's Rho to test the relationship, and SEM to analyze the structural relationship. The results showed that pay and promotion have significant differences when grouped according to sex, family size, and length of service. Co-worker relations significantly differ when grouped according to average monthly income and educational attainment. Product disclosure has significant differences when grouped according to age and educational attainment. Product attributes significantly differ when grouped according to average monthly income, educational attainment, length of service, and number of training attended. Product standards have significant differences when grouped according to the number of training attended. Product disclosures have significant differences when grouped according to average monthly income, length of service, and number of training attended. Co-workers' relations have a significant relationship with product attributes. SEM shows that supervisor relations, product attributes, and product disclosures are correlated. Job satisfaction can be enhanced through the provision of higher pay, training, and good working conditions. Future research should be qualitative for a richer qualitative interpretation.

Keywords *Polytechnic University of the Philippines, Doctor of Business Administration, Structural Equation Modeling, Poultry Farm, Job Satisfaction, Product Compliance*

INTRODUCTION

In the Philippines, the poultry industry is one of the major contributors to employment, and at the same time, the products it produces, such as meat and eggs, are essential food for Filipinos (Department of Agriculture - Bureau of Agricultural Research, 2022). Workers in the poultry farm industry may also be classified as managerial or rank and file, such as poultry workers, breeding supervisors, farm maintenance, farm quality control managers, plant managers, and agri-business managers. A high-quality human resource in the poultry industry continues to demand substantial investments in job satisfaction, even in today's modern times, for various reasons, including employee retention and increased productivity (Food and Agriculture Organization of the United Nations, 2022). On the other hand, product compliance is one of the fundamental considerations in the production processes; it means that the product, such as meat and eggs, meets the essential requirements in the form of instructions, regulations, and standards (Keener, 2019).

According to the findings of Richmond and McCroskey (2000), job satisfaction of employees has a positive effect on the enterprise. Job satisfaction is considered an important factor affecting product compliance, even in the poultry industry (Nsiah et al., 2022). The relationship between job satisfaction and perceived performance is substantial and influenced by various factors, including working conditions, compensation, pay and promotion opportunities, employment security, and

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development opportunities ([Gnawali, 2021](#)).

Product compliance is of the utmost importance at all stages of the product's life cycle—product attributes, product standards, and product disclosures, which entail conceptual design, testing, marketing, manufacturing, and disposal—during which ethical considerations must also be present ([Covolan & Bender, 2022](#)).

Several scholarly research examines the factors that influence job satisfaction and turnover intention. However, a limited number of manuscripts primarily focus on the correlation between the job satisfaction of poultry farm workers and its impact on poultry product compliance. According to those indicators mentioned before, this study aims to answer this question. Is there a significant difference in job satisfaction when grouped according to profile? Is there a significant difference in product compliance when grouped according to profile? Is there a significant relationship between Leadership Skills and Employee Productivity? Is there a correlation between job satisfaction and product compliance Indicators such as Supervisor's Relations, Co-workers' Relations, Nature of Work, Working Conditions, Pay and promotions, Product Attributes, Product Standards, and Product Disclosure? Therefore, the study's objective is to provide the correlations and develop a structural equation model that scrutinizes the relationship between the indicators of job satisfaction and product compliance in the poultry industry.

LITERATURE REVIEW

Job satisfaction

Before delving into an explanation of job satisfaction, it is important to acknowledge that the issue of job satisfaction is complex due to the multiple interpretations of satisfaction. According to [Rivaldo et al. \(2020\)](#), job satisfaction refers to an individual's subjective evaluation, encompassing both good and negative aspects, of their employment.

Numerous studies have been conducted on employee and worker job satisfaction. First is the investigation conducted by [Kontogeorgos et al. \(2018\)](#) into the determinants of job satisfaction; this was regarded as the initial phase in examining the contribution of the poultry industry to the food and beverage sector. In addition to its evident positive impact on employees, job satisfaction holds significant importance for organizations as well. Turnover intentions are influenced by job satisfaction, which also predicts employee commitment to their work. Thus, it is predictable that the majority of enterprises prioritize worker satisfaction ([Axelrad & Yirmiyahu, 2022](#)). As defined by [Bruck et al. \(2002\)](#), job satisfaction is the degree to which an employee's anticipated benefits from their occupation align with their actual job-related expectations. On the contrary, job satisfaction could be conceptualized as the degree to which individuals experience a positive or negative sentiment toward their employment ([Aziri, 2011](#)). Conversely, with regard to different sentiments, others despise their jobs and only perform them out of obligation. An indicator of how much individuals enjoy their employment is job satisfaction. Regarding organizational behaviour, job satisfaction is the most researched topic ([Anwar & Shukur, 2017](#)). Job satisfaction pertains to an individual's perception of being reasonably compensated for their efforts, performing well at work, and engaging in a task that they find enjoyable. Additionally, it implies that they are enthusiastic and satisfied with their labour ([Kaliski, 2007](#)).

A limited number of theories are capable of elucidating crucial factors that contribute to job satisfaction. According to [Maslow's \(1981\)](#) hierarchy of needs theory, human needs can be categorized into five levels: physiological, safety, belongingness/love, esteem, and self-actualization. This theory has been applied to the analysis of job satisfaction due to the practical applicability of its key components within the workplace. Financial compensation may enable employees to satisfy their physiological necessities within an organization. When workers feel physically secure in the workplace and confident in their positions, their safety and security requirements are met. By

attending to these necessities, personnel are able to concentrate on cultivating favourable professional relationships with peers and superiors, thereby fostering a sense of affiliation with the institution. By fostering a sense of worth and recognition from their employer, workers are motivated to achieve self-actualization and realize their maximum capabilities. According to the motivator-hygiene theory ([Herzberg, 1966](#)), job satisfaction and dissatisfaction are distinct entities and not opposite extremes of the same continuum. Dissatisfaction with one's job is associated with "hygiene" factors, such as working conditions, job security, and quality of management, whereas job satisfaction is linked to "motivating" elements such as equitable benefits, pay, recognition, and accomplishments. Given the perceived independence of the hygiene and motivational factors, an employee may experience simultaneous satisfaction or dissatisfaction with neither of them. However, according to [Herzberg's \(1966\)](#) motivation-hygiene theory, hygiene factors such as wages only lower dissatisfaction ([Kang & Chang, 2020](#)).

In relation to the similarity of other literature to the current study, [Anggraeni and Widarni \(2021\)](#) discovered that employee job satisfaction in Indonesia is positively correlated with adherence to job regulations or standards established by the enterprise, particularly regarding the final product. In addition, the degree to which poultry farm workers are satisfied with their jobs can potentially affect livestock welfare, given the close relationship between poultry workers and livestock ([Muri et al., 2020](#)). The British Farm Animal Welfare Committee recently reached a conclusion in an opinion piece that "a greater awareness and recognition of poultry worker wellbeing, the factors that may affect it, and the potential consequences for animal welfare are required." ([Farm Welfare Committee for Animals, 2016](#)).

Product Compliance

Food is the most fundamental and substantial necessity for human survival. The entitlement to safe food is fundamental to every individual. Due to the fact that food is a vital component of existence, its safety is a significant public concern. Product compliance issues with poultry products remain an important challenge in the Philippines. Several epidemics of food-borne illnesses, for instance, have occurred in the past due to consuming contaminated poultry products ([DOST-PCAARRD, 2019](#)).

[Chernikova et al. \(2020\)](#) report that worldwide production of poultry, eggs, and processed products is expanding at a rapid rate. Despite the high demand for poultry products, they present numerous physical, chemical, and microbiological hazards. The current preeminent concern of the worldwide food industry, including the production of poultry products, is food safety as it pertains to product compliance. To prevent risks and hazards, product compliance must be integrated with the process as it can reduce the number of expensive modifications required during production, thereby enhancing product development and quality management ([Savino et al., 2013](#)). Product conformity evaluation and testing are critical to ensuring that a product complies with applicable regulations and standards ([Heirman, 2017](#)). Product compliance with standards also implies assurance. Certification, testing, and manufacturing procedures that comply with regulatory and customer specifications, considering uncertainty in measurement results, constitute assurance ([Kimothi & Nandwani, 1999](#)). This view is further supported by [Wiryani et al. \(2018\)](#) which stated that through product compliance, international law guarantees consumers the right to adequate (safe, nutrient-dense, and high-quality) food.

The hazards and threats to epidemiological and sanitary health that result from the amplification of the detrimental effects of the environment are highlighted. The regulation of the cage-type avian-keeping system and feeding frequency in subsidiary farms affiliated with correctional facilities is contingent upon the age of the birds. Strict product compliance with established sanitary standards is necessary for poultry and chicken eggs. Furthermore, according

to a study by Tan et al. (2018), product labelling must satisfy product compliance with quality control criteria. Regarding product compliance in the aspect of disclosure, communicating social responsibility and providing additional information, such as voluntary food labelling, may provide a competitive advantage over manufacturers who do not adhere to minimally prescribed standards. The disclosure of essential information regarding the nutritional composition, expiration dates, safe handling procedures, and potential product allergens or intolerances could be critical for consumers and purchasers. The scope of information subject to mandatory disclosure obligations is limited by law. Although voluntary labelling can provide a wealth of additional information, it is still subject to stringent regulation (Sˆtefanicˆ, 2018).

As per a review of related literature, the hypotheses presented in Figure 1 depict the Independent Variable (IV) and the Dependent Variable (DV) correlation model. It amplifies the null hypotheses stating that (H1) there is no significant difference in Job Satisfaction when grouped according to profile; (H2) there is no significant difference in Product Compliance when grouped according to profile; (H3) there is no significant relationship between Leadership Skills and Employee Productivity; and (H4) there is no correlations among Job Satisfaction and Product Compliance Indicators such as: Supervisors Relations, Co-workers Relations, Nature of Work, Working Conditions, Pay and Promotions, Product Attributes, Product Standards, and Product Disclosure.

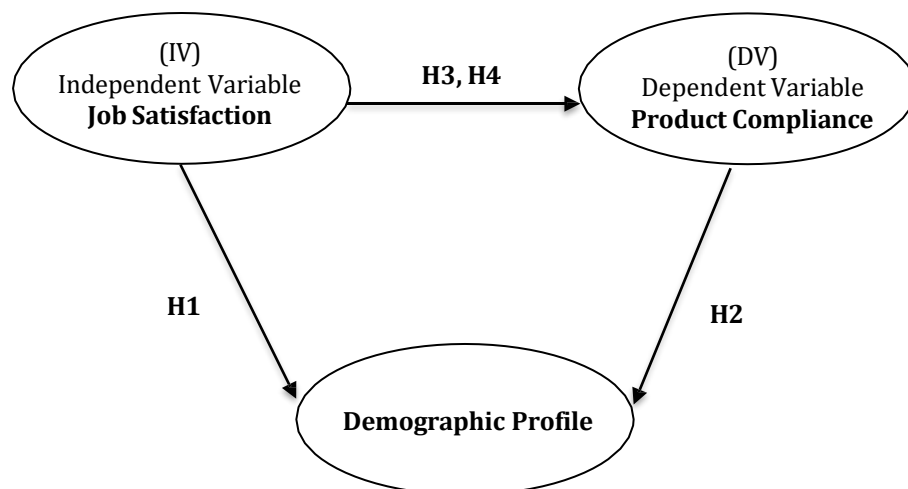


Figure 1. Conceptual Framework

RESEARCH METHOD

Methodology

This research is a social science survey with quantitative methodology. The population of the study was poultry farm workers in the province of Bulacan, Philippines. A random sampling method was utilized. Based on the data provided by the BAI (Bureau of Animal Industry) as of May 31, 2022, there are 149 poultry farm industries in Bulacan, Philippines. Cochran's formula, which included a 50% population proportion, a 5% margin of error, and a 95% confidence level, was used to compute the sample size. Thus, a sample of 110 respondents was required. The target number of respondents returned from this sample size was 100%. The researcher hand-on-hand solely distributed self-administered survey questionnaires with rating scales to each sample. The goal was to collect survey responses from 110 poultry farm workers in the poultry industry in Bulacan, Philippines, on August 8, 2022, until October 10, 2022, between 9:00 am and 12:00 pm. Poultry farm workers took the survey in their workers' barracks and took approximately 5 minutes each to

fill in the survey anonymously. Here, a poultry farm worker was defined as a legitimate employee working as a farm worker in the poultry farm industry on the day they took the survey. The questionnaire was classified into three parts: Job Satisfaction, Product Compliance, and Demographic Profile. The questionnaires were managed based on the actual social situation; thus, all the measurements were translated from English to Filipino. For the sake of ethical considerations, respondents were assured that their identities and information would be kept strictly confidential, that information would not be made public in exchange for explicit consent, and that no such information would be disclosed to third parties without their prior consent. The provided information will be analyzed using SPSS or Statistical Package for the Social Science and SPSS with AMOS or Analysis of Moment Structures for structural equation modelling.

Measures

The demographic part of the questionnaire included sex, age, marital status, family size, average monthly income, highest educational attainment, position level, length of service, and number of relevant training attended. Job Satisfaction was a five-item rating scale from [Alpern et al. \(2013\)](#) measuring promotion opportunities being available to all. An example item was: "I am satisfied with my chances of promotion." Product Compliance The 5-item rating scale from [Healthcare Without Harm \(2012\)](#) measures a level of product compliance. An example item was: "How do you assess product compliance? (in terms of attributes, disclosure and/or certification, and compliance to standards)."

Profile of Respondents

Table 1. Respondents' demographic information

Respondent's Profile	Frequency	Percentage
Sex		
Male	84	76.36%
Female	26	23.64%
Age		
16 to 29 years old	19	17.27%
30 to 39 years old	36	32.73%
40 to 49 years old	26	23.64%
50 years old and above	29	26.36%
Marital Status		
Single	26	23.64%
Married	20	18.18%
Common-law/Live-in	64	58.18%
Separated	0	0.00%
Widowed	0	0.00%
Household Size		
Below 5 household members	44	40%
5 to 10 household members	65	59.09%
More than 10 household members	1	0.91%
Monthly Yearly Income		
₱20,833 and below	61	55.45%
₱20,833 – 33,332	36	32.73%
₱33,333 – 66,666	13	11.82%

Respondent's Profile	Frequency	Percentage
₱66,667 – 166,666	0	0.00%
₱166,667 - 666,666	0	0.00%
₱666,667 and above	0	0.00%
Highest Educational Attainment		
Elementary Undergraduate	5	4.55%
Elementary Graduate	15	13.64%
High School Undergraduate	59	53.64%
High School Graduate	29	26.36%
Post-secondary Undergraduate	0	0.00%
Post-secondary Graduate	0	0.00%
College Undergraduate	1	0.91%
College Graduate	1	0.91%
Post Baccalaureate	0	0.00%
Position Level		
Rank-and-file	0	0.00%
Managerial	1	0.91%
Supervisory	32	29.09%
Other job title	77	70%
Length of Service		
Less than a year	19	17.27%
At least 3 years in service	43	39.09%
3 to 5 years in service	18	16.36%
6 years and above	30	27.27%
Numbers of Relevant Trainings Attended		
None	70	63.64%
1 to 3	36	32.73%
4 to 5	4	3.64%
6 or more	0	0.00%

The screened 110 samples were put into the statistical analysis, both descriptive and inferential parts. For the descriptive part, most of the sample were male (76.36%), 30 to 39 years old (32.73%), in a live-in marital status (58.18%), with 5 to 10 household members (59.09%), with an average monthly income of ₱20,833 and below (55.45%), High School Undergraduate (53.64%), within the category of other job title, such like breeder, farm maintenance, harvest personnel and farm technician (70%), and have no relevant training attended (63.64%).

FINDINGS AND DISCUSSION

Significant Difference in Job Satisfaction of Poultry Farm Workers When Grouped According to Demographic Profile

The study's findings supported the idea that there is a significant difference between job satisfaction in terms of pay and promotion opportunities, and sex. The computed p-value for pay and promotion opportunities was 0.03; the null hypothesis was rejected. The same applies in the case of co-worker relations. It had a calculated p-value of 0.02. It was determined that there is a significant difference in co-worker relations of poultry farm workers when grouped according to average monthly income. With regard to the comparison between job satisfaction (co-worker relations) and highest educational attainment, the computer p-value was 0.028. It was shown that

there is a significant difference in job satisfaction, specifically co-worker relations among poultry farm workers, based on educational attainment. The calculated p-value for pay and promotion opportunities was greater than the hypothesized (alpha level) $p > 0.05$. This value was 0.04; the null hypothesis was also rejected. In the study of Muri et al. (2020), the satisfaction that workers have with their employment, of which job satisfaction is merely one of the numerous significant domains, was formerly understood to be contingent on two sets of influences. One pertains to structural elements, including employment, income, and the scale of poultry farms. The other concerns demographical characteristics, including age, education, and dedication to the occupation.

Significant Difference in Product Compliance When Grouped According To Demographic Profile

There is a significant difference between product compliance (product disclosures) and age; the finding shows a p-value of 0.02. Furthermore, there is a significant difference between product compliance (product attributes and product disclosure) and the average monthly income of poultry farm workers. The computed p-values for the variables were 0.00 and 0.00, respectively. Thus, the null hypothesis was rejected. Moreover, there is a significant difference between product compliance and educational attainment; the finding shows p-values of 0.00 (product attributes), 0.02 (product standards) and 0.04 (product disclosure). Thus, the null hypothesis was rejected. Additionally, there is a significant difference between product compliance (product attributes and product disclosures) and the length of service. The computed p-values for the variables were 0.00 and 0.01, respectively. Thus, the null hypothesis was rejected. Lastly, there is a significant difference between product compliance (product attributes, product standards, and product disclosures) and the training programs attended by poultry farm workers. The computed p-values for the variables were 0.00, 0.02 and 0.01, respectively. Thus, the null hypothesis stated was rejected.

Significant Relationship Between Job Satisfaction of Poultry Farm Workers and Product Compliance

There is a correlation between the job satisfaction of poultry farm workers in terms of co-worker relations and the quality of poultry farm products in terms of quality attributes. The finding shows 0.00, which is significant at 0.01 (2-tailed); therefore, the null hypothesis was rejected.

Structural Equation Modeling (SEM) of Job Satisfaction and Product Compliance

Based on the measurement model, the latent variables "Supervisor Relations", "Quality Attributes", and "Quality Disclosures" are correlated. As shown in Table 2, the descriptive statistics for the scales were presented, including the means and standard deviations. The normality of variables is a fundamental expectation in nearly all inferential statistical methods. The skewness and kurtosis of each variable should not exceed a range of -2 or +2. Furthermore, all correlations between factors were found to be statistically significant with a moderate level of correlation.

Table 2. Descriptive statistics for scale, skewness, kurtosis, and correlation matrix

Scale	<i>M</i>	<i>SD</i>	<i>N</i>	Skew	Kur	SR	PA	PD
SR	4.68	0.19	110	-0.65	-0.20	1	0.26***	-0.09***
PA	3.80	0.63	110	-1.05	-0.54	0.26***	1	0.57***
PD	2.77	1.79	110	0.11	-1.88	-0.09***	0.57***	1

Note: SR = Supervisor Relations, QA = Quality Attributes, QD = Quality Disclosure

$p < .000$

In order to assess the suitability of the empirical data, a confirmatory factor analysis was conducted. This process entailed conducting a structural validation of the model on every latent variable to examine the correlation between manifest variables. The various assumptions underlying the criteria for both absolute and relative fit indices are detailed in Table 3.

Table 3. Fit indices criterion

Fit Indices	Criterion	Source
Chi-Square (χ^2)	Not significant	Hair et al. (2013)
Relative Chi-square (χ^2/df)	Less than 3	Hair et al. (2013)
Goodness-of-Fit Index (GFI)	More than .90	Chau (1997)
Comparative Fit Index (CFI)	More than .90	Bentler (1990)
Tucker-Lewis Index (TLI)	More than .90	Browne and Cudeck (1993)
Root Mean Square Error of Approximation (RMSEA)	More than .08	Byrne (2010)
Standardized Root Mean Square Residual (SRMR)	More than .08	Hair et al. (2009)

In accordance with Table 4 and Figure 2, confirmatory factor analysis model fit indices were presented, and visualization of the measurement model was portrayed.

Table 4. Confirmatory factor analysis model fit indices

Model	χ^2	df	p	χ^2/df	CFI	TLI	GFI	RMSEA	SRMR
CFA	26.87	17	0.06	1.58	0.99	0.99	0.95	0.07	0.04

Note. *** $p < .000$

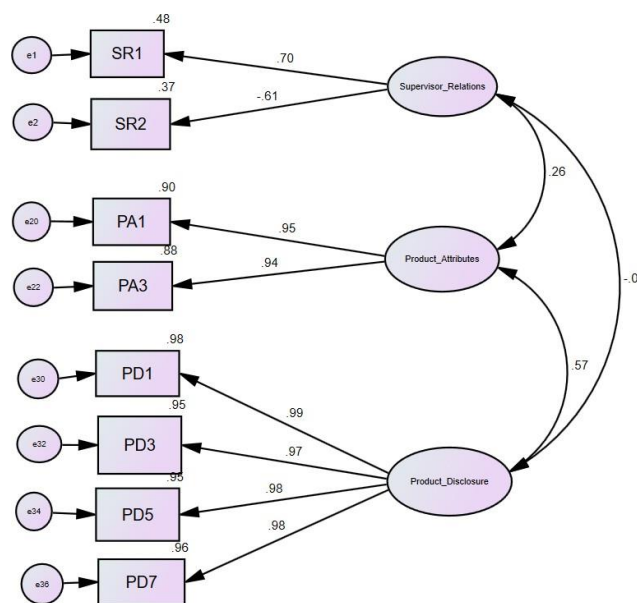


Figure 2. Measurement Model

Based on the measurement model fit indices, the model was deemed reasonably fitting with the empirical data, as most fit indices met the criteria. The only exception was the Chi-square test, which is typically sensitive to large sample sizes. The given findings include the reliability coefficient of Cronbach's Alpha, composite reliability, convergent validity, and discriminant validity,

as estimated and standardized coefficients from confirmatory component analysis, as outlined in Table 5.

Table 5. Confirmatory factor analysis, reliability, convergent validity, and discriminant validity

Construct	Estimate	Standard	Alpha	CR	AVE	MSV	ASV
Supervisor Relations							
SR 1	1.00	0.70	0.79	0.94	0.89	0.52	0.43
SR 2	-1.14	-0.60					
Quality Attributes							
QA 1	1.00	0.95	0.94	0.91	0.83	0.37	0.59
QA 3	1.02	0.94					
Quality Disclosure							
QD 1	1.00	0.99	0.76	0.99	0.96	0.32	0.56
QD 3	0.89	0.97					
QD 5	0.98	0.98					
QD 7	0.99	0.98					

All coefficients obtained from the confirmatory factor analysis were statistically significant. The reliability of the internal consistency of the questionnaire was assessed using Cronbach's Alpha, and it was determined that all sections of the questionnaire exhibited high reliability. In addition, a composite reliability score was computed to assess the reliability. Both the conventional minimum criterion for Cronbach's Alpha and composite reliability were set at 0.7 or higher, indicating a satisfactory level of reliability.

Convergent validity refers to the extent to which different construct measurements converge or exhibit significant shared variance (Hair et al., 2013). Convergent validity can be assessed by calculating factor loadings and average variance extracted (AVE). The minimal criterion for average variance extracted was set at 0.5 or above, indicating adequate convergence. Discriminant validity pertains to the extent to which measures of one construct effectively discriminate it from other constructs. In order to ascertain that the divergence was adequate, the AVE had to exceed both the Maximum Shared Variance (MSV) and the Average Shared Variance (ASV).

After the confirmatory factor analysis, structural regressions were fitted and visualized. The structural model of this study comprised 3 latent variables: Supervisor Relations, Product Attributes, and Product Disclosure; thus, the null hypothesis was rejected since there is a correlation between indicators of Job Satisfaction and Product Compliance. The results of the analysis and model fit indices and factor loadings showed that the structural model was also in concordance with the empirical data, according to Table 3 and Figure 2.

CONCLUSIONS

Pay and promotion have significant differences when grouped according to sex, family size, and length of service (Matolo & Ngatuni, 2018). Co-workers' relations have significant differences when grouped according to average monthly income and educational attainment (Marcacine et al., 2019). Product disclosure has significant differences when grouped according to age and educational attainment (Zhao et al., 2020). Product attributes have significant differences when grouped according to average monthly income, educational attainment, length of service, and training attended (Kamwendo & Maharaj, 2022). Product standards have significant differences when grouped according to the training attended (Rani & Ramachandra, 2019). Product disclosure

has significant differences when grouped according to average monthly income, length of service, and training attended (Powers & Irlbeck, 2020). Co-workers' relations have a significant relationship with product attributes. Finally, structural equation modelling shows that supervisor relations, product attributes, and product disclosures are correlated. Job satisfaction can be enhanced upon the provision of extrinsic factors that motivate poultry farm workers to produce quality poultry farm products, which may include but are not limited to higher pay, training, and the provision of good working conditions. Generally, when poultry farm workers feel content with their job, then they produce meat, eggs and other poultry products that are more product-compliant.

LIMITATION & FURTHER RESEARCH

This study has two significant limitations that warrant consideration in future research. In the first place, this study is quantitative. Subsequent investigations ought to employ mixed explanatory research methods, including qualitative research and mixed methods, which may yield more comprehensive outcomes by integrating qualitative and quantitative processes. This investigation is also cross-sectional in nature. The result only produces an extemporaneous circumstance of time. Future research should be associated with time series to study these correlations in the long run.

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