



Management System Adoption: Its Effect on Employee Satisfaction and Productivity in a Local Drugstore in the Philippines

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Abstract

The effective implementation of a relevant structured management system is considered beneficial to organizations across various industry sectors, promoting positive institutional and employee outcomes. This study examined the impact of implementing a management system on employee satisfaction and productivity in a local drugstore in the Philippines. Data were gathered from 197 employees using a researcher-structured questionnaire. They employed a descriptive-correlational quantitative research design with frequency and percentage distribution, weighted mean, and t-test as tools used in data analysis. Findings showed that prior to adopting the management system, employee satisfaction with job content and clarity, role clarity, and compensation and benefits were considered acceptable; however, employees expressed dissatisfaction with their career growth and development. After implementation, satisfaction levels increased significantly across all dimensions. Productivity also improved, particularly in quality of work, teamwork, and feedback mechanisms, although time management and absenteeism still presented minor areas for improvement. Statistical analysis confirmed significant gains in satisfaction across all dimensions following adoption. From a managerial perspective, the study underscored the importance of structured management systems in fostering organizational effectiveness. Theoretically, it contributed to the discourse on the importance of structured frameworks in the Philippine business setting. However, the single-industry focus limits the generalizability of the findings, and future research should consider diverse sectors and longitudinal designs to assess long-term effects.

Keywords: *career growth and development; compensation and benefits; drugstore in the Philippines; employee productivity; employee satisfaction; job content and clarity; management system adoption*

INTRODUCTION

Employees are the key resource in ensuring that strategic activities are executed with a high degree of diligence and precision, thereby contributing to the success of any organization of any organization. To this end, modern management systems often include digital platforms and tools that can significantly enhance satisfaction and productivity by simplifying tasks, improving communication, and facilitating better performance tracking. Cosa and Torelli (2024) explained how technology-driven management systems, such as automated performance tracking and workflow management software, have led to substantial productivity improvements in companies. These tools help employees manage their workload more effectively, contributing to greater satisfaction by reducing stress. Moreover, Lane et al. (2024) confirmed that mobile-accessible systems enable employees to stay connected and informed, even when working remotely, which boosts productivity and satisfaction. The study also highlighted that mobile-enabled systems



increase engagement by allowing real-time access to performance metrics and organizational updates.

To understand how such systems influence employee outcomes, this study is grounded in the Job Demands-Resources theory as emphasized by [Bakker and Demerouti \(2017\)](#). This framework posits the role of a structured management system in modifying the impact of job demands and resources on employee motivation and productivity. Globally, various studies support this theoretical lens. [Calderón et al. \(2014\)](#) found that the Balanced Scorecard implementation improves job satisfaction and organizational commitment. [Kundu et al. \(2019\)](#) emphasized the role of role clarity in enhancing job satisfaction and employee performance, while [Gravina et al. \(2021\)](#) linked frequent feedback to higher engagement.

In the Philippine context, studies on the impact of a structured management system on employee satisfaction and productivity have been concentrated in larger and more prominent industry sectors. These studies were conducted in various settings such as academic institutions ([Adrias, 2022; Ambong, & Estrellado, 2024; Garbin, 2023; Mondejar & Asio, 2022](#)), banks ([Cruz & Cabaluna, 2022](#)), manufacturing firms ([Jiang & Po, 2023](#)), government institutions ([Quiambao & Alvaro, 2023; Tantia et al., 2023; Torneo & Mojica, 2020](#)), and those from large-scale retail and other service industries ([Amistoso et al., 2019; Baluarte et al., 2023; Elazegui et al., 2022; Melchor, 2024; Santos, 2023; Simbajon et al., 2022](#)). None of these studies was focused on small healthcare businesses in the Philippines. Based on the researchers' knowledge, no study has yet examined how structured management systems affect employee satisfaction and productivity in this industry sector.

The present study addresses this gap by examining a small local healthcare retail business – a drugstore in the Philippines – that recently adopted a structured management system in May 2024 (Appendix A). Before implementation, the enterprise faced challenges including unclear job roles, inadequate communication, inconsistent feedback, and limited career growth opportunities. These issues contributed to low employee satisfaction, reduced productivity, and high turnover rates. Six months later, the impact of the structured system was initially verified through this study.

Thus, in response to these challenges, this study investigated the effects of management system adoption on employee satisfaction and productivity of a local drugstore in the Philippines. Specifically, the study explored the current level of employee satisfaction in terms of job content and role clarity, compensation and benefits, and career growth and development before and after adopting a structured management system. Moreover, it assessed the impact of management system adoption on employee productivity metrics (quality of work, time management, collaboration and teamwork, absenteeism and presence, and feedback and recognition) within the organization. It also examined whether there is a significant difference in the effect on employee satisfaction between the period before and after the adoption of a structured management system. Finally, a step-by-step process for optimizing the benefits of the management system was provided based on employee feedback and productivity outcomes to enhance the overall performance of the local drugstore. Beyond the local setting application, this study contributes to the broader behavioral science literature by providing empirical insights into how structured management systems influence employee behavior and organizational outcomes in underrepresented small-business contexts, thereby reinforcing the interdisciplinary link between technology, management, and psychology.

LITERATURE REVIEW

Aligned with the objectives of this research, the researchers conducted a comprehensive review of related literature obtained from diverse sources to furnish a clear understanding of the topic at hand. This section presents the theory underlying the conduct of this study and the effects

of management system adoption on employee satisfaction and productivity.

Herzberg's Two-Factor Theory and Self-Determination Theory

This study is anchored on Herzberg's Two-Factor theory and Self-Determination theory, which provide a comprehensive framework for understanding employee satisfaction and productivity. Herzberg's Two-Factor theory posits that job satisfaction is influenced by two distinct sets of factors: motivators, which drive satisfaction, and hygiene factors, which prevent dissatisfaction (Ozsoy, 2019). Motivators such as recognition and personal growth are tied to the nature of the work itself. At the same time, hygiene factors such as fair pay and working conditions are necessary to prevent dissatisfaction, but do not necessarily increase satisfaction. This finding is further supported by Alrawahi et al. (2020), who found that the absence of hygiene factors resulted in dissatisfaction. This theory underscores the importance of addressing intrinsic and extrinsic factors to create a balanced and supportive work environment (Mitsakis & Galanakis, 2022).

Complementing Herzberg's framework, Self-Determination theory emphasizes the role of intrinsic motivation in employee performance and engagement. This theory identifies three basic psychological needs—autonomy, competence, and relatedness—that must be fulfilled to foster intrinsic motivation (Ozsoy, 2019; Ryan & Deci, 2020). Employees are most engaged when they feel empowered to make decisions, confident in their abilities, and connected to their organization and peers. This theory emphasizes the importance of creating a work environment that meets these needs, aligning closely with the objectives of structured management systems.

These theories collectively provide the foundation for analyzing how structured management systems affect employee satisfaction and productivity. Herzberg's theory informs the examination of job design elements such as role clarity and compensation, while Self-Determination Theory guides the analysis of motivational outcomes including autonomy and engagement.

Effects of Management System Adoption on Employee Satisfaction

Management systems have a significant influence on employee satisfaction by creating a structured work environment that reduces ambiguity, enhances communication, and aligns organizational goals with employee needs. To fully understand the effect of management system adoption on employee satisfaction, the following key dimensions of job content and role clarity, compensation and benefits, and career growth and development were examined in relation to their functions in as outlined in Herzberg's Two-Factor theory. In the study by Gil-Garcia et al. (2019), they demonstrated that role clarity, facilitated by well-implemented management systems, serves as a motivator for achieving job satisfaction. They confirmed that employees who clearly understand their responsibilities and expectations experience reduced workplace stress, improving morale and engagement. On the other hand, Triandani and Ganarsih (2024) highlighted the importance of fair compensation and benefits as hygiene factors, emphasizing that equitable pay practices and transparent benefits schemes enhance employee satisfaction and retention. They noted that structured management systems are crucial in standardizing these practices, thus promoting employee trust and loyalty.

Conversely, several studies have emphasized that opportunities for career growth and development serve as key motivators that significantly influence employee satisfaction. Giamos et al. (2023) examined the effects of structured feedback mechanisms and collaboration on individual motivation and satisfaction. Their findings showed that regular feedback and opportunities significantly increase performance and task engagement. Moreover, Ferdiana et al. (2023) emphasized the importance of career development opportunities integrated into management systems, which provides employees with a sense of purpose and motivation. Another study conducted by Gravina et al. (2021) further explored the role of continuous feedback and recognition

in enhancing employee satisfaction. They argued that structured management systems ensure timely feedback and recognition of employee contributions, creating a positive reinforcement cycle that boosts satisfaction and engagement. Moreover, [Weideman and Hofmeyr \(2020\)](#) found that management systems that focus on employee needs and preferences, such as flexible working arrangements and regular feedback channels, enhance employee satisfaction. Their study highlighted that a system catering to employee well-being and growth is crucial for sustained satisfaction.

In summary, this literature collectively highlights that management systems addressing role clarity, fair compensation, career growth opportunities, and effective feedback mechanisms play a vital role in fostering employee satisfaction. These previous findings reinforce the need for organizations, particularly in local settings, to effectively adopt structured systems to address these critical factors.

Effects of Management System Adoption on Employee Productivity

The culture promoted by a management system can impact employee attitudes and performance outcomes. A positive, supportive culture fosters engagement, satisfaction, and productivity. [Ildiri et al. \(2022\)](#) discussed how management systems foster a supportive and inclusive culture that enhances employee satisfaction and productivity. Their study found that well-certified workplaces, focused on health and well-being, lead to better employee performance due to reduced stress and higher engagement. [Radu \(2023\)](#) also emphasized that management systems promoting a culture of support and inclusion improve satisfaction and retention. A positive workplace culture fosters a sense of belonging among employees, resulting in enhanced, leading to improved productivity ([Jiang & Po, 2023](#)).

The structure and effectiveness of management systems can significantly influence employee productivity. A well-designed system enhances productivity by reducing bottlenecks and aligning employee goals with organizational objectives. [Bahrami et al. \(2022\)](#) emphasized that management systems utilizing structured goal-setting mechanisms, such as SMART goals, increase productivity by providing employees with clear, achievable objectives. This focus on clarity and realism helps employees maintain motivation and enhance their productivity. When management systems clarify role expectations and responsibilities, productivity improves as employees understand what is expected ([Ostroff, 1992](#)). With this, [Calderón et al. \(2014\)](#) found that management systems promote better team communication and feedback, enabling employees to focus on high-priority tasks and boost productivity.

Moreover, employee engagement is widely regarded as a critical element in productivity. Engaged employees tend to perform better, exhibit higher productivity, and contribute positively to organizational goals ([Almendras et al., 2025](#)). Studies in recent years have emphasized engagement as a core outcome of well-implemented management systems. Subsequently, research by [Arefin et al. \(2019\)](#) revealed that engagement levels increase when management systems support employee autonomy and growth, leading to work quality and overall productivity improvements.

Adopting management systems, such as the Balanced Scorecard, has improved productivity by creating a structured work environment. Studies demonstrated that structured management systems reduce ambiguity, improve communication, and streamline goal setting. Furthermore, [Bakker and Demerouti \(2017\)](#) explored the role of continuous feedback in enhancing productivity. Their study suggested that when management systems incorporate regular, constructive feedback, employees can quickly adjust their work to meet organizational standards, resulting in higher productivity.

While the benefits of structured management systems have been extensively documented

in large enterprises and public institutions, a significant gap remains in the literature regarding small and medium-sized enterprises (SMEs) in the Philippine setting, particularly within the healthcare retail sector. Existing studies often overlook the nuanced challenges and opportunities faced by smaller, resource-constrained businesses, limiting their scope to academic, government, and manufacturing contexts. This study makes a unique contribution to the literature by examining how structured management systems affect employee satisfaction and productivity in a small, locally operated drugstore. In doing so, it brings a much-needed perspective to the behavioral science and organizational management discourse by contextualizing global theories within the underexplored dynamics of Philippine SMEs.

Hypothesis

In formulating the null hypothesis for this study, it is important to acknowledge the extensive body of literature that highlights the positive impacts of management systems on organizational performance and employee satisfaction. Prior studies have demonstrated that well-implemented management systems can enhance job satisfaction by improving job content and role clarity ([Garbin, 2023](#); [Gil-Garcia et al., 2019](#)), offering competitive compensation and benefits ([Melchor, 2024](#); [Santos, 2023](#)), and fostering career growth and development ([Arefin et al., 2019](#)). However, to maintain objectivity and avoid bias, the null hypothesis assumes that there is no significant difference between the pre- and post-implementation phases of the management system. This approach ensures that any observed effects are attributed to the implementation rather than external variables or chance, thereby upholding the rigor and credibility of the research findings. By testing the null hypothesis, the study seeks to provide evidence-based conclusions, either confirming the anticipated benefits or identifying potential gaps in the management system's effectiveness.

Ho: There is no significant difference in employee satisfaction between the pre- and post-implementation phases of the management system.

RESEARCH METHOD

The study employed a descriptive-correlational quantitative research design to examine the effect of structured management system adoption on employee satisfaction and productivity in a local drugstore in the Philippines. [Canonizado \(2024\)](#) stated that the descriptive-correlational method aims to understand and assess the statistical relationship between two variables with no influence from any extraneous variable. [Canonizado \(2024\)](#) also added that descriptive-correlational studies help establish a link or influence of one variable on another. The total population in this study consisted of 401 regular employees from a local drugstore. To determine an appropriate sample size, the researchers used Raosoft sample size online calculator with a 95% confidence level and a 5% margin of error, resulting in a sample of 197 employees. According to [Memon et al. \(2020\)](#), this online calculator, which requires inputs for a study's population size, confidence level, and margin of error, is helpful in determining the sample size for social science research such as this one. To ensure that participants could accurately assess changes in their work environment, only regular employees of the drugstore who had experienced working both before and after the implementation of the structured management system were included. The researchers used purposive sampling, selecting employees who met this specific inclusion criterion to ensure relevance and reliability of the responses.

The researcher-made questionnaire comprises four sections: demographic profile, employee satisfaction before the adoption of the management system, employee satisfaction after the adoption of the management system, and effects of management system adoption on employee

productivity. The questionnaire items were not adapted from existing validated instruments; instead, they were developed by the researchers based on key constructs and indicators identified in the reviewed literature to ensure contextual relevance to the local setting. The development of the questionnaire is influenced by prior studies where some items of employee satisfaction (Calderón et al., 2014; Ostroff, 1992; Stazyk et al., 2021) and employee productivity (Bakker & Demerouti, 2017; Gravina et al., 2021) dimensions were taken. In addition, the evaluations of the three dimensions of employee satisfaction (job content and role clarity, compensation and benefits, and career growth and development) and the five dimensions of employee productivity (quality of work, time management, collaboration and teamwork, absenteeism and presence, and feedback and recognition) were measured using a four-point Likert scale as follows: 1 = 1.00-1.74 (Strongly Disagree); 2 = 1.75-2.49 (Disagree); 3 = 2.50-3.24 (Agree); and 4 = 3.25 – 4.00 (Strongly Agree). The questionnaire underwent validation from two experts in the field of human resource management and one statistician. After the questionnaire was finalized, it was pilot tested on 19 employees who were not included in the survey correctly to further determine the clarity and suitability of the language used.

A survey questionnaire was distributed to the sampled employees through a Google Form sent by the drugstore's human resource manager whom the researchers personally approached. A confidentiality note was included in the survey questionnaire to assure respondents that their information would be used only for the study. Prior to participation, respondents were informed about the purpose of the study, the voluntary nature of their participation, and their right to withdraw at any time without consequences. Informed consent was obtained electronically through a checkbox agreement before the survey began. Ethical approval was obtained in line with institutional guidelines for human-subject research.

To interpret the survey responses, the researchers analyzed the data gathered using frequency and percentage distribution, weighted mean, and t-test. The t-test was used to determine whether there was a statistically significant difference in employee satisfaction before and after the adoption of the structured management system. Collected data were analyzed using the Package for the Social Sciences software.

FINDINGS AND DISCUSSION

This part of the study interprets the data obtained from the survey questionnaires distributed to the employees of the local drugstore. A detailed discussion of the tabulated responses is presented and examined based on the study's objectives.

Reliability Statistics

The internal consistency of the questionnaire items in the eight dimensions employed in the study was evaluated. There are 40 items in the combined dimensions, with five items for each dimension. The reliability measures are summarized in Table 1.

Table 1. Reliability Statistics

	Dimensions	Cronbach's Alpha	No. of Items
Dimensions of Employee Satisfaction			
1.	Job Content and Role Clarity	0.931	5
2.	Compensation and Benefits	0.908	5
3.	Career Growth and Development	0.939	5
Dimensions of Employee Productivity			
1.	Quality of Work	0.963	5
2.	Time Management	0.940	5

	Dimensions	Cronbach's Alpha	No. of Items
3.	Collaboration and Teamwork	0.969	5
4.	Absenteeism and Presence	0.791	5
5.	Feedback and Recognition	0.964	5

As can be gleaned from the table, the computed Cronbach's Alpha values range from 0.791 to 0.969. These values confirm the internal reliability of the scales used, and the analysis returned a Cronbach's Alpha of greater than 0.70 in all dimensions. Therefore, it can be concluded that the indicators within in each dimension exhibit high internal consistency. According to [Frost \(2024\)](#), a Cronbach's Alpha of 0.70 or higher indicates that the items are sufficiently consistent, suggesting the measure is reliable.

Demographic Profile of the Respondents

A total of 197 respondents voluntarily shared their personal information and work-related details in the local drugstore. Table 2 summarizes their profile in terms of sex, age, educational attainment, department, and years of service.

Table 2. Profile of the Respondents

Profile Indicator	Frequency	Percentage
Sex		
Male	95	48.22
Female	102	51.78
Age		
25 years old and below	14	7.11
26 – 31 years old	61	30.97
32 – 37 years old	61	30.97
38 – 43 years old	32	16.24
44 – 49 years old	19	9.64
50 – 55 years old	9	4.57
62 years old and above	1	0.50
Educational Attainment		
Junior/Senior High School Graduate	32	16.24
College Undergraduate	29	14.72
Bachelor's Degree	132	67.01
Master's Degree	4	2.03
Department		
Administration Department	10	5.08
Brand & Marketing Department	8	4.06
Business Development and Project Development Department	5	2.54
Finance Department	30	15.23
Human Resource Department	9	4.57
Purchasing Department	25	12.69
Sales and Operations Department	75	38.07
Warehouse and Logistics Department	35	17.77
Years in Service		
Less than a year	11	5.58
1-3 years	121	61.42
4-6 years	40	20.31
More than 6 years	25	12.69

Table 2 shows that among the 197 respondents, the majority are female, aged 26-37, hold bachelor's degrees, and are newly employed in the Sales and Operations Department of the drugstore. These findings were supported by a recent study by [Richard et al. \(2022\)](#), which highlighted how women's communication and organization skills make them particularly suited for roles in sales and operations. Additionally, [Vuolo et al. \(2016\)](#) suggested that a bachelor's degree is increasingly considered a baseline qualification for mid-level positions in dynamic industries. Furthermore, years in service are also a significant factor in high-turnover industries such as retail, where employees often seek career development opportunities, as discussed in the study by [Olubiyi et al. \(2019\)](#).

Employee Satisfaction Before the Adoption of the Management System

Before implementing of the management system, employee satisfaction was assessed in three areas: job content and role clarity, compensation and benefits, and career growth and development. Table 3 presents the results of this assessment.

Table 3. Employee Satisfaction Before the Adoption of the Management System

Variables	Weighted Mean	Descriptive Rating
Job Content and Role Clarity	2.58	Agree
Compensation and Benefits	2.58	Agree
Career Growth and Development	2.45	Disagree
Average Weighted Mean	2.54	Agree

The employees agreed (mean score: 2.58) that their roles were clear, which serves as a motivator for them to perform their duties and responsibilities appropriately; however, there is still room for improvement for them to be fully satisfied. This aligns with the findings of [Gil-Garcia et al. \(2019\)](#) on the relevance of role clarity in achieving job satisfaction. Similarly, employees agreed that their compensation and benefits (mean score: 2.58) were adequate; however, they would be happier with provisions that meet or exceed industry standards. Satisfaction with the compensation and benefits received by employees is a hygiene factor that enables them to perform their jobs well and be more productive. According to [Santos \(2023\)](#), a well-constructed rewards and compensation program can motivate employees to work at their best and increase productivity, ultimately leading to improved organizational success.

Meanwhile, career growth and development scored the lowest (mean score: 2.45), reflecting dissatisfaction with limited training opportunities and unclear career progression. As emphasized by [Hollar et al. \(2022\)](#), professional development opportunities are integral to the employment life cycle for maintaining and improving job satisfaction among employees. The findings further imply that in the absence of a structured management system, employees believe their professional career growth and development are hindered. This indicates that the employee's well-being and growth are crucial for sustained job satisfaction.

Employee Satisfaction After the Adoption of the Management System

After adopting the management system, employee satisfaction was assessed across three dimensions: job content and role clarity; compensation and benefits; and career growth and development. Table 4 presents the employee satisfaction after the adoption of the management system.

Table 4. Employee Satisfaction After the Adoption of the Management System

Variables	Weighted Mean	Descriptive Rating
Job Content and Role Clarity	3.55	Strongly Agree
Compensation and Benefits	3.55	Strongly Agree
Career Growth and Development	3.47	Strongly Agree
Average Weighted Mean	3.52	Strongly Agree

The findings demonstrated a highly positive impact of the management system on employee satisfaction, with all variables rated as Strongly Agree. Job role clarity and compensation scored 3.55, highlighting improved communication, goal-setting, and fair rewards that boost morale and productivity. Career growth and development, with a slightly lower score of 3.47, reflects an appreciation for training and advancement opportunities; however, there is room for improvement in personalized growth plans. The overall average of 3.52 confirms the system's effectiveness in fostering a supportive work environment. Thus, the finding implies that management should prioritize continuous feedback and enhanced development initiatives to sustain these outcomes. Moreover, empirical data confirmed that the structured management system implemented in the local drugstore has resulted in enhanced employee satisfaction, characterized by a positive work environment that prioritizes work-life balance. This finding aligns with the finding of [Garbin \(2023\)](#) on the positive impact of management systems on employee outcomes. They highlighted the importance of organizational factors such as role clarity and career development in enhancing employee satisfaction and overall productivity. On the other hand, addressing career development gaps could further strengthen retention and satisfaction ([Cruz & Cabaluna, 2022](#); [Torneo & Mojica, 2020](#)).

The results of the study further align with studies emphasizing the importance of role clarity, fair compensation, and career development in driving satisfaction ([Baluarte et al., 2023](#); [Melchor, 2024](#); [Santos, 2023](#)). Several researchers have also supported the idea that a technology-driven management system can boost productivity and engagement ([Cabaobao et al., 2024](#); [Cosa & Torelli, 2024](#)). On the other hand, [Giamos et al. \(2023\)](#) also emphasized that performance management systems, which include feedback and recognition, significantly boost job satisfaction and productivity.

Employee Productivity

Employee productivity is assessed across five dimensions: quality of work, time management, collaboration and teamwork, absenteeism and presence, and feedback and recognition. Table 5 discloses the assessment of employees on their productivity.

Table 5. Employee Productivity

Variables	Weighted Average Mean	Descriptive Rating
Quality of Work	3.47	Strongly Agree
Time Management	3.46	Strongly Agree
Collaboration and Teamwork	3.47	Strongly Agree
Absenteeism and Presence	3.46	Strongly Agree
Feedback and Recognition	3.47	Strongly Agree
Average Weighted Mean	3.47	Strongly Agree

The results presented in the table provide clear evidence of the positive impact of management system adoption on employee productivity in a local drugstore in the Philippines. The mean score of 3.47, interpreted as Strongly Agree, highlighted the significant influence of a

structured management system on key productivity factors. Expressly, Quality of Work, Collaboration and Teamwork, and Feedback and Recognition (mean score: 3.47) - reflect the system's effectiveness in fostering collaboration, enhancing recognition mechanisms, and maintaining high work quality standards. Conversely, Time Management, Absenteeism, and Presence scored slightly lower at 3.46, still within the Strongly Agree range, indicating positive outcomes but suggesting areas for potential refinement. These results imply that a well-structured management system helps employees understand their roles and responsibilities within the company and how they can best work together to achieve organizational objectives. Further, the study emphasizes how the adoption of a management system becomes relevant to reduce stress, enhance decision-making, and ultimately unlock the employees' full potential for them to be a more engaging and productive workforce. Thus, this study confirms how a management system enhances the productivity of employees.

These findings align with [Gravina et al. \(2021\)](#), who emphasized the importance of structured systems and continuous feedback in achieving sustained employee performance. Furthermore, several researchers underscored the role of system adoption, including information and communications technology integration, in significantly enhancing workforce productivity ([Appiahene et al., 2018](#); [Efendi et al., 2023](#)). Collectively, the results affirm the value of management systems in optimizing employee productivity while identifying areas where targeted improvements could maximize the system's impact.

Significant Differences Before and After the Adoption of a Management System on Employee Satisfaction

The significant differences in employee satisfaction in its three dimensions before and after adopting the management system were analyzed by t-test, which supports the null hypothesis described by the researchers, that there is no significant difference before and after the adoption of management systems on employee satisfaction. Table 6 presents the results.

Table 6. Test of Significant Differences Before and After the Adoption of Management System

Variables	t value	p value	Decision ($\alpha = 0.05$)	Conclusion
Job Content and Role Clarity	21.632	0.000	Reject Ho	Highly Significant
Compensation and Benefits	22.569	0.000	Reject Ho	Highly Significant
Career Growth and Development	22.439	0.000	Reject Ho	Highly Significant

As can be gleaned from the table, there are notable improvements in employee satisfaction in terms of job content and role clarity (t value=21.632; p value=0.000), compensation and benefits (t value=22.569; p value=0.000), and career growth and development (t value=22.439; p value=0.000) after adopting the management system. The highly significant difference in the impact of the structured management system before and after its adoption suggests its relative importance in enhancing employees' work experiences and satisfaction in the workplace. As a result, the null hypothesis that there is no significant difference in employee satisfaction before and after adopting the management system is rejected.

The findings aligned with the results of past studies, which highlight the significant impact of management systems on employee satisfaction. Specifically, the significant improvements in job content and role clarity, compensation and benefits, and career growth and development before and after adopting the management system confirm that structured management practices can enhance employees' work experiences. These results are consistent with [Stazyk et al. \(2021\)](#), who found that goal clarity and role definition significantly improve job satisfaction and productivity. By

clearly defining roles and offering competitive compensation, organizations can align employee expectations with organizational goals, which, in turn, fosters engagement and reduces turnover. Moreover, the conclusion that adopting a management system leads to positive outcomes aligns with the work of [Ferdiana et al. \(2023\)](#), who suggested that investing in employee development and clear career paths enhances employee commitment, engagement, and overall satisfaction. This underscores the importance of management systems in improving employee satisfaction through career growth opportunities. The results of the study further confirm Herzberg's Two-Factor theory, considering the importance of motivation and hygiene factors in promoting and enhancing employee satisfaction. Likewise, the application of Self-Determination Theory is exemplified in this study, showing how employees' intrinsic and extrinsic needs were fulfilled to enhance job satisfaction and organizational efficiency through the adoption of a structured management system.

Step-by-Step Process for Optimizing the Benefits of the Management System

Table 7 outlines the proposed step-by-step process for optimizing the benefits of the management system in the local drugstore, which was crafted based on the results of this study.

Table 7. Proposed Step-by-Step Process for Optimizing the Benefits of the Management System

Steps	Objectives and Key Outcomes
Analyze Employee Feedback and Productivity Data	Identify areas for improvement in employee satisfaction and productivity to clearly understand gaps and address them. This evidence-based approach ensures that interventions are targeted. Giamos et al. (2023) emphasized person-mediated feedback, regardless of content, positively influenced performance, motivation, and task engagement.
Establish Specific Optimization Goals	Define measurable and realistic goals for the management system. It must be aligned with both employee needs and organizational objectives. Defining measurable outcomes aligns employee performance with business goals, consistent goal-setting theory (Bahrami et al., 2022).
Implement Career Development Programs	Address dissatisfaction in career growth opportunities. It may introduce department-specific training and pair employees with mentors to support career development, resulting in higher satisfaction in career growth and increased employee retention. Soegiarto et al. (2024) underscored the critical role of leadership development, mentorship, and employee empowerment in enhancing organizational outcomes.
Foster a Culture of Feedback and Recognition	Enhance engagement by making employees feel valued. Implement regular feedback sessions and conduct anonymous surveys to identify ongoing concerns and areas for improvement. Continual reinforcement through feedback loops builds psychological safety and sustained engagement (Carreno, 2024). This may result in greater employee engagement and satisfaction.
Integrate Technology to Streamline Operations	Improve productivity through digital tools and systems.

Steps	Objectives and Key Outcomes
	The organization may adopt a Human Resource Management System for managing attendance, payroll, and performance tracking, utilize a Learning Management System for employee training, and implement collaborative tools to enhance teamwork. These digital tools improve accuracy, scalability, and transparency – core principles for maintaining satisfaction and productivity (Abuhantash, 2023; Garbin, 2023). It may result in increased efficiency, reduced errors, and improved communication.
Continuously Improve Based on Feedback	Ensure the management system evolves with the organizational and employee needs. Al-Dhaafri and Alosani (2024) emphasized the important role of continuous improvement in enhancing organizational performance and employee outcomes. In this regard, the organization may regularly solicit feedback through focus groups and surveys and adjust strategies based on emerging trends and challenges. It is a dynamic and responsive management system that fosters long-term success.

The table presents a practical and employee-focused approach to optimizing the benefits of the management system of the local drugstore by addressing key areas such as satisfaction, productivity, and efficiency. By analyzing feedback and productivity data, the drugstore can uncover gaps that hinder employee engagement, as supported by Drouvelis and Paiardini (2022) on the importance of feedback in workplace performance. Moreover, setting clear, measurable goals ensures that organizational objectives will align with employee needs, reflecting the well-established benefits of specific and challenging goals (De Ramos & Briones, 2024). Similarly, implementing career development initiatives, such as mentorship and training, can address dissatisfaction with growth opportunities, leading to higher retention and satisfaction (Soegiarto et al., 2024). Finally, fostering a culture of recognition and integrating technology to streamlining operations will create a flexible and responsive system within the organization, thus meeting employee and organizational needs in a dynamic environment.

CONCLUSION

This study highlighted the significant improvements in employee satisfaction and productivity at a local drugstore following the adoption of a structured management system. Before its implementation, employees expressed moderate satisfaction with role clarity and compensation, while career growth opportunities were a notable concern. After adopting the system, satisfaction levels increased significantly across all dimensions, reflecting better communication, fairer compensation, and more accessible development opportunities. Productivity also saw meaningful improvements, particularly in teamwork, quality of work, and recognition processes. These results show how a well-designed management system can create a more supportive and engaging workplace. By continuing to gather feedback, address gaps, and refining their current management approaches, the subject local drugstore can sustain these positive outcomes and further enhance its overall performance.

Moreover, the findings affirmed that the adopted structured management system plays a critical role in aligning employee expectations with organizational objectives, reducing workplace

stress, and promoting time management. The system also contributed to lower absenteeism rates, further boosting overall productivity. Continuous feedback and employee recognition emerged as essential factors in maintaining these improvements. This research offers valuable insights into how structured management approaches can sustainably enhance employee satisfaction, serving as a strategic tool for long-term organizational success and workforce engagement.

The practical outcomes of this study validate and extend the theoretical frameworks used. The improvements in motivator (e.g., growth, recognition) and hygiene (e.g., compensation, working conditions) factors confirm the relevance of Herzberg's Two-Factor Theory. At the same time, the increase in intrinsic engagement through autonomy and feedback supports the Self-Determination Theory. These frameworks are not only validated but also enriched by the context-specific insights drawn from this study.

While the study is grounded in the Philippine SME retail context, particularly within a local drugstore setting, its insights may inform management practices in similar small-to-medium retail enterprises in other developing economies. The demonstrated value of structured management systems in improving employee outcomes offers scalable strategies for organizations operating in resource-constrained environments seeking to boost morale, retention, and performance through systematized management practices.

LIMITATIONS AND FURTHER RESEARCH

This study is subject to several limitations that should be acknowledged to contextualize the findings and guide future research. First, the research was conducted within a single industry (retail pharmacy) and geographic location, which limits the generalizability of the results to other sectors or regions. The context-specific nature of the study may influence the outcomes observed, particularly given the cultural and organizational dynamics unique to the local drugstore examined.

Second, the study utilized a cross-sectional design, capturing employee perceptions at a single point in time. As such, it does not account for potential long-term changes in satisfaction and productivity, which may emerge as the management system continues to evolve and mature. Third, the use of a self-constructed survey and a convenience sampling method introduces the possibility of measurement and sampling biases.

Given these limitations, future research should aim to expand the study sample to include multiple organizations across different industries and regions, providing comprehensive insights into the effects of structured management systems on employee satisfaction and productivity. In particular, the career development opportunities and challenges identified in this study, which arise in the absence of a structured management system, could be further explored in varied organizational contexts to assess whether these patterns persist. Lastly, exploring the integration of emerging technologies and adaptive management practices in the management system, such as artificial intelligence-driven performance tracking or personalized development platforms, could yield valuable insights into how modern tools reshape employee engagement and organizational performance in rapidly changing business environments.

Addressing these limitations will not only strengthen the theoretical and practical contributions of future studies but also support the development of more adaptable and evidence-based management practices across diverse workplace settings.

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APPENDIX A. Management System of the Local Drugstore

The management system implemented at a local drugstore serves as a centralized channel where employees across various departments can inquire and access essential information related to their employment. The system, which delegates members within the organization, enables seamless handling of employment history inquiries, compensation and benefits details, attendance monitoring, performance evaluation results, payroll accounts, training opportunities, company policies, and other administrative processes.

The management system addresses critical operational challenges by streamlining these processes, including unclear job roles, inefficient communication channels, inconsistent feedback mechanisms, and limited career development opportunities. The step-by-step workflow for these inquiries and requests ensures that employees receive timely responses, fostering better communication and organizational efficiency. This structured approach creates a more cohesive and supportive workplace environment, ultimately aligning employee needs with organizational goals.

The Management system process begins with employees accessing the Query Management System E-Portal, where they input essential details such as their name, contact information, and department. After ensuring that all required information is completed, they select the category of their concern, which may include areas such as Talent Acquisition, Performance Management, Payroll, or Leave Administration. Concerns are then drafted in clear sentence form and submitted for validation. If the concern is deemed invalid, the system provides feedback, prompting the employee to resubmit correctly. These are forwarded to an assigned representative who processes the request or issue and delivers a resolution or response. The streamlined flow ensures efficient communication, proper categorization, and timely resolution of employee concerns, emphasizing accuracy and clarity at every step.

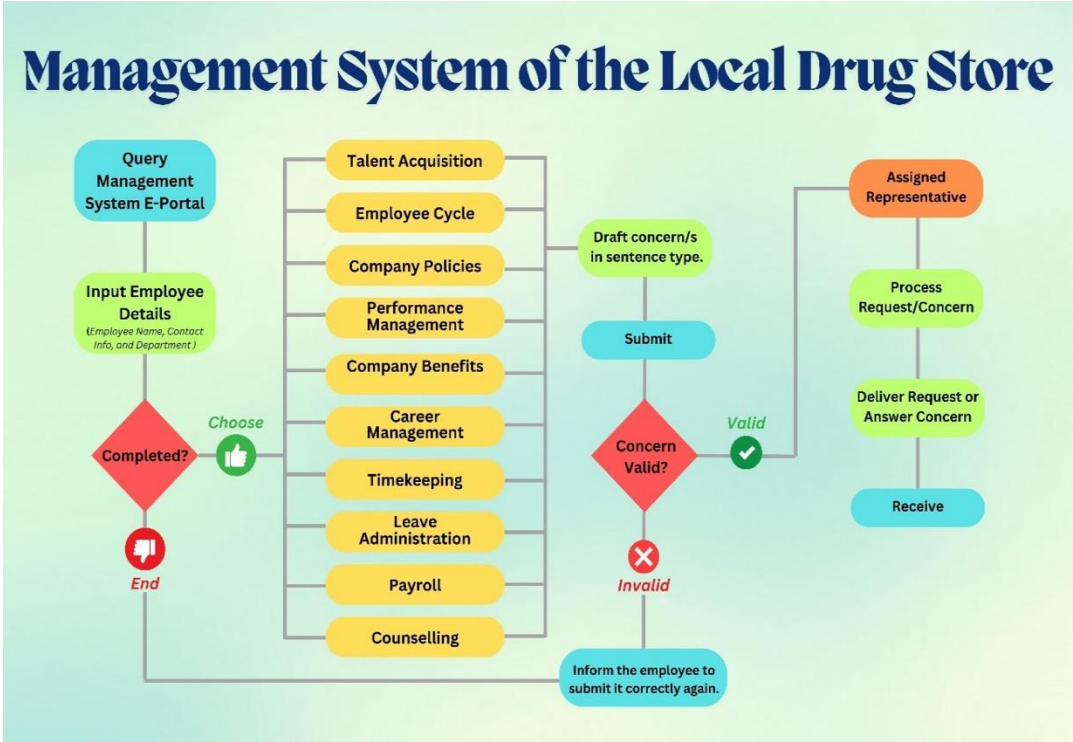


Figure A1. Management Systems of the Local Drug Store