

Job Satisfaction of Filipino Workers in UAE: A Structural Equation Modeling Approach

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Abstract. Filipinos are still choosing to work overseas regardless of the Covid19 pandemic crisis. This study will be focusing on the factors affecting the job satisfaction of Filipino working in the UAE relative to the working industry. Specifically, the study intends to identify the significant difference in the level of satisfaction based on the industry. The researchers have gathered 109 respondents from the different industry sectors. Structural Equation Modelling using PASW Statistics and SPSS Amos software were utilized to analyze the correlation between the factors on Job Satisfaction. It is unexpected that based on the result, the health and safety during the covid19 pandemic do not significantly affect job satisfaction. While fair treatment and equality, Superior and management, Benefits and Recognition, and Colleagues and Teammates show a significant correlation to Job Satisfaction. Based on the result of this study, the satisfaction level in all industries is satisfied.

Keywords: macroregonomics, Job Satisfaction, Structural equation modeling, herzberg's two- factor theory

1. Introduction

Overseas Filipino Workers or OFWs are considered as our “modern-day heroes” because they don’t only contribute to our country’s economic growth through remittances, but also sacrifice their chance of being with their families [1]. Despite being away from home, OFWs are still moving towards the career opportunities offered in other countries. Based on the result in the 2019 Survey on Overseas Filipinos, the number of Overseas Filipino Workers (OFWs) who worked abroad at any time during the period April to September 2019 was estimated at 2.2 million [2].

One of the top countries where Filipino people migrate is in UAE. Based on the population and demographics presented in media lab website, statistics shows that there are around 525,530 Filipino migrants in different emirates in the UAE in 2019 [3].

Filipino expatriates in UAE are getting more working opportunities in various industries. It has been reported on the national news in 2019, “Of the 700 people surveyed in the Focus on the Filipino in the UAE study, 64 percent work in five sectors: architecture, engineering and construction (17 percent); tourism and hospitality (16 percent); customer service (13 percent); health and medical fields (10 percent) and marketing and advertising (8 per cent). Only 6 percent work in manufacturing and production, and a similar figure work in domestic and household services” [4].

There are various studies about job satisfaction in UAE but there is no study that focuses on the job satisfaction of Filipino expats in relation to working Industry. This study aims to determine the factors contributing to the job satisfactory level of Filipino expatriates relative to the working industry.

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Job satisfaction is defined as the extent to which an employee feels self-motivated, content & satisfied with his/her job [5]. A satisfied employee is always important for an organization as he/she aims to deliver the best of their capability [5].

Covid19 pandemic has greatly affect the job satisfaction of the people working in the UAE. Some companies have closed, and majority had imposed salary reduction and forced leave without pay. Workloads, health and safety, and personal well-being has also been affected by the pandemic. Half of all employees in the UAE expect to move to a new job over the next 12 months, with salary the number one reason to switch jobs in 2021, according to a new survey by global recruitment agency Hays [6].

Classifying the job satisfaction in each industry will give an idea to aspiring Filipinos looking for a job in the UAE. Especially this time, that finding a job is not easy. Therefore, it is very crucial to choose which industry will provide better satisfaction.

2. Methodology

2.1. Data Collection

The study focuses on the factors affecting the Job Satisfaction of Filipino Workers in the UAE. The researchers have collected the data through an online survey using Google forms. It is the most convenient way to get data during this time of the covid19 pandemic crisis. The survey is distributed on different social media platforms like WhatsApp, Facebook messenger, and LinkedIn. The invitation to participate is sent and valid only to Filipinos working in the UAE.

Table 1: Industry Sector of Respondents

Industry Sector	Number (N)	Percentage (%)
Engineering/Construction	25	23%
Fashion retail	11	10%
Healthcare (Hospitals and Clinics)	27	25%
Hospitality Industry (Hotels, Restaurants, Tourism, etc.)	13	12%
Manufacturing and Production	33	30%

2.2. Participants

The researchers have gathered 109 valid Filipino workers in UAE in different working industries, which is summarized in Table 1. The majority of the respondents are working under Manufacturing and Production Industry with 33 (30%) followed by Healthcare Industry 27 (25%) and Engineering and Construction Industry 25 (23%). Also, researchers have gathered 13 (12%) in Hospitality Industry and 11 (10%) in Fashion Retail Industry.

2.3. Theoretical Framework

The framework of this study is to test the reliability of Herzberg's Motivation-Hygiene theory. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction [7]. Based on the theory, the motivational factor in this study is Benefits and Recognition. The Hygiene factors are Superior and Management, Personal Well-being, Workplace and Workload, Fair Treatment and equality, Colleagues and Teammates, and Health and Safety on Covid19 Pandemic.

According to Herzberg, there are two factors: 'Motivators' and 'Hygiene factors. It is only the motivating factors which generate job satisfaction [8]. The very task/job and the outcomes of the job like recognition reward, responsibility, promotion, and growth have potential to generate job satisfaction [8].

2.4. Theoretical Framework

With the theoretical framework, the researchers validated the two-factor theory to identify the motivating

factors affecting employee satisfaction. People's preferences and levels of satisfaction have changed drastically over the decades. With this, motivating factors of satisfaction are assumed to have changed.

Other than Benefits and Recognition as the motivating factor based on Herzberg's theory, the researchers have assumed that some hygiene factors contribute to employees' satisfaction. Thus, the researchers hypothesized:

Based on this study, job satisfaction motivator according to Herzberg Theory is Benefits and Recognition and all the other latent are Hygiene factors. People preferences have changed over time. Thus, the researchers hypothesized:

- H1: Fair Treatment and equality is positively related to Job Satisfaction
- H2: Superior and Management is positively related to Job Satisfaction
- H3: Benefits and Recognition is positively related to Job Satisfaction
- H4: Personal Well-being is positively related to Job Satisfaction
- H5: Colleagues and Teammates is positively related to Job Satisfaction
- H6: Health and Safety on Covid19 Pandemic is positively related to Job Satisfaction
- H7: Workplace and Workload is positively related to Job Satisfaction

Each latent is significant with each other and has a relative effect on Job Satisfaction. Thus, the researchers hypothesized:

- H8: Superior and Management is positively related to Fair Treatment and equality
- H9: Superior and Management is positively related to Benefits and Recognition
- H10: Superior and Management is positively related to Personal Well-being
- H11: Benefits and Recognition is positively related to Personal Well-being
- H12: Colleagues and Teammates is positively related to Personal Well-being
- H13: Health and Safety on Covid19 Pandemic is positively related to Workplace and Workload

2.5. Questionnaire

The researchers have developed a questionnaire to determine the factors affecting the Job Satisfaction of Filipino workers in various Industries. It consists of a) Workplace and Workload b) Fair Treatment and equality c) Colleagues and teammates d) Superior and Management e) Benefits and Recognition f) Personal well-being g) Health & Safety during Covid19 pandemic. The researchers used a 5-point Likert scale to measure the latent constructs included in our framework.

Table 2: Questionnaires

Category	Items	Measures	Source
Workplace and Workload	WW1	Work assignments/tasks are evenly distributed across my teams.	
	WW2	I have manageable workload.	
	WW3	I have reasonable duties and responsibilities	[9]
	WW4	I have a safe workplace	[9]
	WW5	I don't feel stress at work	
Fair Treatment and equality	FTE1	There is no discrimination against Filipinos with other nationality	
	FTE2	The company promotes gender equality	
	FTE3	All employees have an equal opportunity for promotion	
	FTE4	All employees have an equal and fair treatment	
	FTE5	We are treated with respect regardless of demographics	
Colleagues and Teammates	CT1	I feel connected with my workmates.	
	CT2	I like the people I work with	[9]

	CT3	The people I work with cooperate as a team.	[9]
	CT4	My colleagues provide support when needed	
	CT5	I feel motivated to work with my colleagues	
Superior and Management	SM1	My superior listens and values my feedback.	
	SM2	My supervisor praise or recognized me when I have done a good job.	
	SM3	My supervisor treats me with dignity and respect	[9]
	SM4	I can rely on my supervisor	[9]
	SM5	My superior inspires me to perform well	
Benefits and Recognition	BR1	I feel I am being paid a fair amount for the work I do.	[9]
	BR2	My salary is competitive	
	BR3	I am satisfied with the benefits I receive.	[9]
	BR4	I feel that my effort is appreciated.	[9]
	BR5	Salary increase is based on performance	
Personal Well-being	PW1	I have a balanced work-life.	
	PW2	I am satisfied in my current role in the company.	
	PW3	I feel valued at work.	
	PW4	I am happy with my work.	
	PW5	I would not consider leaving my job	[9]
Health and Safety on Covid19 Pandemic	HS1	The company has provided adequate hygiene supply (ex. gloves, face masks, etc)	
	HS2	My workplace is cleaned and sanitized regularly	
	HS3	The company is promoting social distancing at work	
	HS4	I feel safe at work	
	HS5	I feel comfortable in my workplace	

Respondents were also asked to identify the critical factor that affects their level of Job Satisfaction based from the Category on Table II.

At the last portion of the survey, the participants were asked to scale their overall satisfaction with their current jobs from very satisfied, satisfied, dissatisfied, to very dissatisfied.

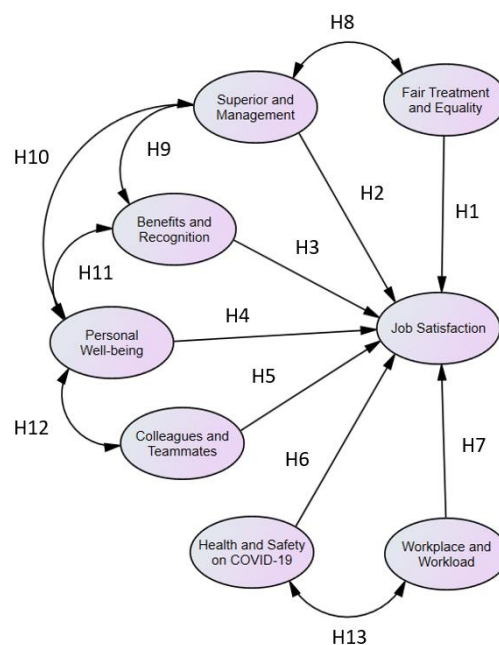


Fig. 1: Research framework

2.6. Data Analysis

Structural Equation Modelling (SEM) using PASW Statistics and SPSS AMOS software were utilized to analyze the correlation between the latent.

3. Results

Fig. 2 shows the correlation between the latent affecting Job Satisfaction based on the hypothesis formulated on the research framework. The KMO measures the sampling adequacy (which determines if the responses given with the sample are adequate or not) which should be close than 0.5 for a satisfactory factor analysis to proceed [10]. Table III shows that the factor loading of all the latent in this study is acceptable since all values are greater than 0.5. Kaiser (1974) recommend 0.5 (value for KMO) as minimum (barely accepted), values between 0.7-0.8 acceptable, and values above 0.9 are superb [10].

With the use of SPSS software, the path analysis for Structural Equation Modelling is summarized in table IV to validate the hypothesis generated. Based on the P test value shown in table IV, Fair treatment and Equality, Benefits and Recognition, Personal Well-being, and Colleague and Teammates positively related to Job Satisfaction since the value is ≤ 0.05 .

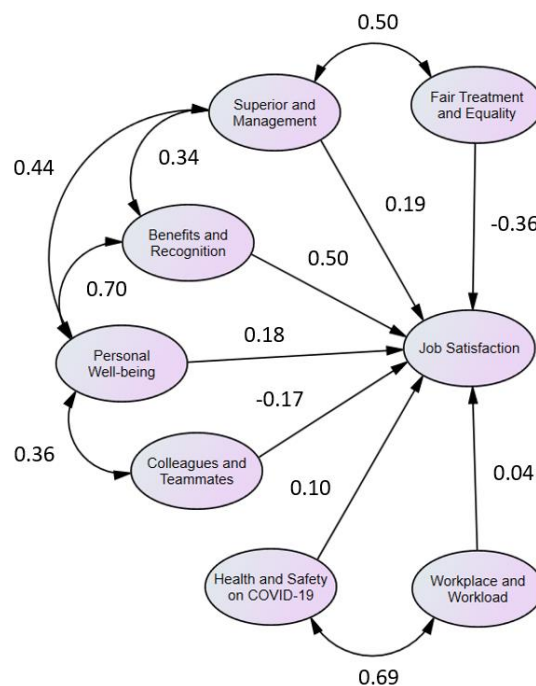


Fig. 2: Analytical result of the model

Table V shows the summary of Job Satisfaction relative to the working industry. All participants from different working industries are satisfied (68 counts), followed by Dissatisfied and Very Satisfied with two counts difference (18counts and 16counts respectively). Only 7 participants are very dissatisfied with their current work.

Table 2: Statistical Descriptive Results

Factor	Item	M	SD	Factor Loading
Workplace and Workload	WW1	3.72	1.088	.819
	WW2	3.88	1.112	.879
	WW3	3.95	1.134	.680
	WW4	4.13	1.028	.718
	WW5	2.92	1.233	.585
Fair Treatment and equality	FTE1	3.50	1.295	.683
	FTE2	3.86	1.134	.777

	FTE3	3.26	1.220	.753
	FTE4	3.16	1.234	.842
	FTE5	3.74	1.084	.689
Colleagues and Teammates	CT1	3.81	1.093	.872
	CT2	3.75	1.029	.870
	CT3	3.70	1.032	.859
	CT4	3.77	1.119	.797
	CT5	3.58	1.181	.885
Superior and Management	SM1	3.53	1.244	.829
	SM2	3.61	1.240	.847
	SM3	3.83	1.113	.858
	SM4	3.54	1.135	.789
	SM5	3.50	1.244	.842
Benefits and Recognition	BR1	3.39	1.247	.873
	BR2	3.29	1.286	.833
	BR3	3.17	1.208	.823
	BR4	3.39	1.232	.831
	BR5	3.17	1.380	.696
Personal Well-being	PW1	3.59	1.073	.620
	PW2	3.48	1.237	.695
	PW3	3.55	1.142	.776
	PW4	3.51	1.274	.762
	PW5	2.95	1.322	.665
Health and Safety on Covid19 Pandemic	HS1	3.86	1.243	.750
	HS2	3.91	1.085	.854
	HS3	3.82	1.195	.850
	HS4	3.85	1.079	.877
	HS5	3.82	1.090	.810
Job Satisfaction	JS	4.25	1.402	.705

Table 3: Path Analysis for Sem

Hypothesis	Estimate	S.E.	C.R.	P
FTE → JS	-0.593	0.118	-5.032	***
SM → JS	0.33	0.139	2.368	0.018
BR → JS	0.762	0.134	5.702	***
PW → JS	0.341	0.195	1.748	0.08
CT → JS	-0.274	0.114	-2.398	0.016
HS → JS	0.171	0.134	1.277	0.201
WW → JS	0.074	0.152	0.489	0.625
SM → FTE	0.473	0.093	5.105	***
SM → BR	0.355	0.094	3.762	***
SM → PW	0.378	0.076	4.994	***
BR → PW	0.683	0.11	6.238	***
CT → PW	0.316	0.064	4.908	***
HS → WW	0.608	0.103	5.903	***

Table 4: Job Satisfaction

Industry	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
Manufacturing and Production	3	6	18	6
Healthcare	1	2	21	3
Hospitality Industry	2	2	6	3
Engineering/ Construction	1	6	15	3
Fashion retail	0	2	8	1
Overall Job Satisfaction	7	18	68	16

4. Discussion

The researchers constructed the research framework to test Herzberg's Theory on motivation and hygiene factors affecting Job Satisfaction. A total of 109 Filipino working in UAE data samples were collected to analyze the factors affecting Job Satisfaction. The factors include Workplace and Workload (WW), Fair Treatment and equality (FTE), Colleagues and Teammates (CT), Superior and Management (SM), Benefits and Recognition (BR), Personal Well-being (PW), and Health and Safety on Covid19 Pandemic (HS). A Structural Equation Modelling (SEM) using PASW Statistics and SPSS Software was utilized to analyze the relationship between the latent variables.

The researchers analyzed the hypotheses using the factor loading and significant value using. Based on the path analysis, H1 shows negative significance on the model. Other studies also prove that Fair treatment and equality directly affect Job Satisfaction. Fair treatment may provide a symbolic message to employees about the extent to which their work efforts are valued by their organization, and this, in turn, may increase their organizational identification, job involvement, and intention to continue to work for their organization [11]. The researchers suggest that unfair treatment and equality correspond to lower Job Satisfaction.

The second hypothesis, H2, shows positive significance on the model. Superior and Management is positively related to Job Satisfaction. Superior-subordinate communication, or the relationship between supervisors and their direct report(s), is another important influence on job satisfaction in the workplace [12]. The way in which subordinates perceive a supervisor's behavior can positively or negatively influence job satisfaction [12]. It is important to note that Management has an essential role in the satisfaction and retention of employees.

H3, which is the Benefits and Recognition is positively related to Job Satisfaction, is also accepted. According to empirical research, employee recognition, pay and benefits were found to have a significant impact on job satisfaction [13]. This result also validated other studies confirming benefits and recognition to be one reason why employees leave or stay in their current job.

Based on the path analysis, the H4, Personal Well-being to Job Satisfaction, did not show a significant relationship. The result of this study does not confirm the previous research that a positive significant mid-level relationship was determined between psychological well-being levels and job satisfaction levels of the different occupational groups [14].

For H5, Colleagues and Teammates is positively related to Job Satisfaction, shows negative significance on the model. The result verifies a study that suggests that job satisfaction is reliant on the relationship with the people you are working with, rather than your interest in the work itself [15]. This proves that employees' relationship with co-workers determines how satisfied an employee is at work. Based on the outcome of the survey, employees having a bad relationship with colleagues results in low Job Satisfaction.

The sixth hypothesis, H6, does not show significance in the model. The health and safety during the Covid19 pandemic do not influence employees' Job Satisfaction. The result does not validate the previous study that increased fear levels relating to COVID-19 have a relationship with lower levels of job satisfaction

and higher levels of job turnover [16]. However, it must be noted that the location of the research study affects the fear of people regarding the Covid19 pandemic. The survey was conducted to OFWs in UAE, and the country displays stable control over the crisis. Thus, the perception of employees regarding individual health and safety over the Covid19 pandemic does not affect their Job Satisfaction.

H7 as well does not show significance on the model. Similar to the previous study, no direct relationship was found between job satisfaction and workloads [17]. The researchers suggest that the workplace and workloads do not significantly affect individual satisfaction.

Aside from the correlation of the factors with Job Satisfaction, the significant relationship between the factors is also analyzed. H8, which is Superior and Management is positively related to Fair Treatment and equality, shows significance on the path analysis. The diversity management combined with just and fair organizational procedures relate to more favorable results such as higher employee job satisfaction [18].

For H9, Superior and Management is positively related to Benefits and Recognition, affirms the model data. Benefits and Recognition do not only refer to salary increases and incentives. Other forms include a simple appreciation or recognition from managers for a job well done. Having this, employees feel more valued and satisfied and tend to perform well. Employee rewards and recognition is one of the possible approaches to retain staff [19].

The path analysis also affirms the tenth hypothesis, H10, Superior and Management, positively related to Personal Well-being. The result demonstrates the previous study that employees are more likely to feel higher levels of well-being when they feel higher levels of organizational support [20].

H11, Benefits and Recognition is positively related to Personal Well-being, shows significant to the model data. Recognition can affect employees on a more personal level as it influences their mental health and well-being [21]. The emotional gratitude over the benefit and recognition given to employees boosts their confidence and well-being.

For H12, the path analysis also shows positive significance. Colleagues and Teammates is positively related to Personal Well-being. Work relationships are incredibly important to employee well-being [22]. These relationships can either positively or negatively affect an employee's stress levels, productivity and general feelings of happiness [22]. The result of the study affirms the strong connection of employees' relationship

Lastly, hypothesis thirteen, H13, supports the model data. Health and Safety on Covid19 Pandemic is positively related to Workplace and Workload. During the COVID-19 pandemic, emergency response workers are required to work under pressure, for longer hours and consecutive shifts, with increased workloads and reduced rest periods [23].

Based on the survey conducted, the Filipinos working in the UAE in every industry sector involved in the study are satisfied with the current work. It has been observed that Filipinos are getting more working opportunities in various industries to choose from. The level of satisfaction is associated with how contented the employees are. 62% of the respondents chose satisfied, followed by 17% dissatisfied, then 15% very satisfied, and lastly, 6% are dissatisfied.

The purpose of this study is to assess the factors affecting the Job Satisfaction of Filipino working in the UAE. The analysis to determine the relationship between the latent is measured using PASW and SPSS Amos Software [24-26]. However, the number of respondents is limited to 109 participants, and the result may vary with a larger number of respondents. Future researchers may expand and include other industry sectors and increase the number of respondents. Also, this study is limited only to Filipinos working in the UAE. Future researchers may conduct the survey in a different country to differentiate relativeness of the factors affecting the Job Satisfaction of Overseas Filipino Workers.

5. Conclusion

Based on Herzberg's Theory, the result of the study affirms that the benefits and recognition is a motivating factor affecting Job Satisfaction. However, the mindset and preferences of people change over time, which has an impact on the individual's motivating factors in Job Satisfaction. The result shows that

the additional motivating factors are Fair Treatment and Equality, Superior and Management, and Colleagues and Teammates. Other factors, such as workplace and workload, personal well-being, and Health and Safety on Covid19 Pandemic remain a hygiene factor. In addition, the result shows that the overall satisfaction rate of Filipino working in the UAE is Satisfied. All respondents from the different sectors are satisfied with their current job. The researchers hope to influence the aspiring Filipino Overseas Workers to be more vigilant in choosing and deciding the working industry when applying. The result of this study may also provide understandings of the factors that affect Job Satisfaction in the UAE.

6. Acknowledgment

The researchers would like to thank Mapua University for supporting this study. Also, the researchers would like to thank all the respondents, Filipinos working in UAE, for making this study possible.

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