

# Driving Performance: The Impact of Job Satisfaction in Auto Dealerships

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## Abstract

Set in a top car dealership company in the Philippines, this research aimed to find the relationship between employee performance and job satisfaction. Through a quantitative survey and demographic analysis, the study sought to identify the elements impacting work satisfaction and thus affecting performance. The results showed a varied workforce that emphasizes the significance of allowing a spectrum of personnel backgrounds and requirements. The survey also revealed the employees' positive perception of job satisfaction, implying a suitable workplace. Crucially, a substantial correlation between work satisfaction and performance was found, underlining its essential part in the functioning of the dealership. The study recommends using focused talent management techniques and continuous projects stressing employee satisfaction and improve organizational performance. The dealership may maximize staff involvement, output, and general success by encouraging a good work atmosphere and attending to the demands of a varied workforce.

**Keywords:** correlation, employee performance, job satisfaction, workplace, organizational success

## 1. Introduction

The car dealership industry in the Philippines is a flourishing sector that significantly contributes to the nation's economic development. Nonetheless, the accomplishment hinges on a crucial factor: its workforce. In a competitive industry, dealerships need a personnel that is exceptionally motivated and engaged to attain optimal sales and service goals. For this specific organization, understanding the relationship between employee performance and job satisfaction is vitally essential.

Employee satisfaction affects several aspects of work life, including compensation, surroundings, opportunity for professional advancement, and gratitude. Content staff report lower absenteeism, more positive attitudes, and better preparedness to exceed customer expectations. As a consequence, this culminates in improved sales performance, enhanced customer service, and ultimately, increased revenue for the dealership.

A clear discrepancy exists even if the research shows that the work environment, job characteristics, and generational changes considerably influence job satisfaction (Puhakka et al., 2021; Wen et al., 2018). Regarding the elements influencing workplace satisfaction—work quality, teamwork, and leadership style among others—there is general agreement (Bhardwaj et al., 2021). Nevertheless, the paper observes low awareness of how significant these factors are in diverse organizational settings. Moreover, according to Cignitas (2022), incorporating the notion of learning and development opportunities with job happiness helps in gaining a better understanding of job satisfaction at car dealerships in the Philippines and facilitates this analysis of, perhaps a crucial characteristic.

Two features characterizing most contributors were identified by George and Zakkariya (2015, as cited in Bakan and Yilmaz, 2021) through a comprehensive review of the body of current data available. There are two types of fulfillment: extrinsic fulfillment and natural satisfaction. In organizational behavior, "intrinsic satisfaction" refers to the degree to which an employee feels gratified from their work, impacted by external events outside of their control, including their self-perception of value, prospects for professional development, responsibility, and affirmative feedback from peers and supervisors (Raddaha et al., 2012 as cited in Adamopoulos, 2022). Conversely, "extrinsic satisfaction" is the degree of fulfillment one experiences from external elements outside of their control, such as coworkers and the workplace. Cover pay, occupational health and safety, job growth chances, employment stability, integration into social circles, and social standing (Chang et al., 2021). Leadership, workplace interpersonal dynamics, and occupational health and safety also fit here. Those who have strong intrinsic and extrinsic drive are more likely to surpass expectations and achieve both their personal goals as well as the goals of the company (Conrad et al., 2015 as cited in Tumi, Hasan, & Khalid, 2022).

Knowing how work satisfaction is would help one make wise managerial decisions that raise employee well-being and productivity (Lepold et al., 2018). Examining employee job satisfaction calls for considering their degrees of contentment, aggravation, and discontent as well as their goals and wants (Goretzki et al., 2022). Kaplan and Norton (1996, as cited in Utomo, Machmuddah, & Setiawanta, 2019) claim that employee satisfaction might help one evaluate overall performance. Moreover included might be assessments of the particular abilities needed to succeed in the cutthroat corporate climate of today. The 1996 Kaplan and Norton study (Lepold et al., 2018) also indicated that employee satisfaction could be a sign of the success of the learning and development program particularly in raising productivity and quality. To assess learning and development, Kaplan and Norton (1996) suggested including numerous components into employee satisfaction polls.

This study mostly addresses job satisfaction. Many studies and scholarly works have found factors influencing job satisfaction. Nguyen (2019) investigated many aspects of the workplace in order to find indicators of job satisfaction. Factors affecting job satisfaction include personnel policies, job security, the nature of the work, managerial supervision, pay, working environment, fringe perks, and personal interactions with colleagues. Though other factors like management, pay, chances for advancement, working conditions, colleagues, organizational support, and communication may also play a role, the nature of the work usually determines job satisfaction (Judge & Church, 2000 as cited in Ali, Rana & Islam, 2018).

Relatively, most studies show clearly how closely job satisfaction and individual performance correlate. According to Kaplan and Norton (1996), job satisfaction affects employee retention by means of employee performance within their learning and growth measurement paradigm. According to Fidyah and Setiawati's (2020) research, an employee's involvement in the company is also considered to be a major factor of job satisfaction. Since it relates to their level of achievement and enjoyment of the work, job satisfaction is a major indicator of employee performance. Likewise, according to the study's findings, there is a strong correlation between productivity and employee satisfaction. Since it guarantees better performance, a high value for employee engagement corresponds with higher job satisfaction (Fidyah & Setiawati, 2020).

Although research in other nations has illuminated the established correlation between work satisfaction and employee performance, a significant gap persists in comprehending this relationship within the distinct cultural and commercial context of the Philippine auto dealership sector. This paper aims to close this

disparity by way of an analysis of the link between work satisfaction and employee performance in this particular environment.

Emphasizing age, gender, marital status, education, tenure, and work position to do this, the study looks at the demographic makeup of dealership teams. Additionally, it assesses the present degree of work satisfaction among employees at the car dealership firm. By assessing employee satisfaction with their work environment, salary, and development possibilities, the research may then investigate the resultant impact on productivity.

The research intends to provide practical advice for dealerships using this specified manner. The analyzing relationship between job satisfaction and employee performance together with the demographic profile of the workforce helps the study to provide significant insights for developing focused interventions. These interventions could concentrate on making the workplace more pleasant, raising staff satisfaction, and lastly generating better general performance at Philippine auto dealerships.

### Research Objectives

The research study seeks to address the following research questions:

1. What is the demographic profile of the survey participants from the automotive dealership firms regarding:
  - a. Age,
  - b. Gender
  - c. Civil status,
  - d. Education,
  - e. Duration of employment, and
  - f. Job role?
2. According to staff members of the auto dealership, what degree of job satisfaction exists?
3. According to staff members of the auto dealership, how does job satisfaction affect performance?
4. What practical suggestions can be made based on the results of the research?

### Study Framework

Appropriate human resource theories supporting this study help to clarify the link among demographics, work satisfaction, and employee performance. The theoretical frameworks for the investigation are as follows:

Originally published in 1959 and broadened in 1968, **Herzberg's Two-Factor Theory** provides a useful framework for examining the interaction of demography, job satisfaction, and employee performance (Thant & Chang, 2021). According to this idea, motivators and hygiene considerations are two different categories that might influence work satisfaction or dissatisfaction. The intrinsic essence of the task is fundamental to what drives individuals to engage in it. Achievement, acknowledgment, progress, responsibility, development, and the intrinsic essence of the task are all components included in this facet. These qualities correlate with highly engaged and satisfied workers. Conversely, hygiene considerations are more intrinsic to the profession and its environment. This list encompasses business administration and policy, job security, compensation, supervision, interpersonal interactions, supervisory dynamics, working conditions, and benefits. Although sufficient hygiene elements may prevent employee dissatisfaction, they do not ensure employee contentment in their role. Herzberg's thesis asserts that work satisfaction and discontent are distinct phenomena, not positioned on a single continuum, and are impacted

by separate causes. Herzberg's Two-Factor Theory provides a systematic framework for analyzing the relationship between demographics, job satisfaction, and employee performance, highlighting the distinct effects of internal and external variables on workers. Demographic characteristics, including age, gender, educational achievement, and tenure, might affect workers' perceptions of motivators and hygienic considerations. Younger workers may prioritize professional progress as a motivator, while elderly employees may emphasize employment stability as a hygienic element. By recognizing and evaluating these variations, companies can customize their approaches to improve job satisfaction and performance over a spectrum of demographic groups, therefore producing a more involved and efficient workforce.

Introduced in 1964 (as discussed in Khan et al., 2021), **Victor Vroom's Expectancy Theory** provides a complete framework for examining the interaction among demographics, job satisfaction, and employee performance. According to this view, people are motivated to pursue desired goals depending on their expectation that their efforts would produce successful performance, therefore generating designated rewards. The idea is founded on three pillars: expectancy, instrumentality, and valence. Expectancy is the assurance that one's efforts will produce the intended result. High performance is deemed essential when there is a significant likelihood of attaining a certain reward. Valence refers to the significance people assign to anticipated benefits. Vroom's Expectancy Theory suggests that personal elements such as demography could be the most significant determinant of employees' expectations and opinions on incentives and duties. Age, gender, educational background, and tenure are among the demographic factors that can influence workers' values, or valence, confidence in attaining performance objectives, or expectation, and their perception that success will produce desired rewards, or instrumentality. Utilizing Vroom's Expectancy Theory enables firms to effectively connect their motivating efforts with the varied requirements and expectations of their employees. This theory's emphasis on individual expectations and beliefs makes it especially effective for creating customized programs that meet the varying needs of an employee base, hence enhancing organizational results.

### **Conceptual Framework**

The aim of this study is to investigate the complex connection of work satisfaction, staff demographics, and performance within the auto dealership. By examining how demographic variables including age, gender, education, and tenure influence work satisfaction and, thus, employee performance, this study seeks to shed some light on the elements supporting organizational success. This will then help to influence employee performance. A complete framework for comprehending these relationships is provided by the suggested moderated mediation model (Figure 1). Employee performance is likely to be affected both directly and indirectly by demographic features. Variations in abilities, experience, or drive linked with different demographic groupings could lead to direct repercussions. The mediation ability of job satisfaction facilitates the indirect benefits creation. Higher job satisfaction workers, for example, could be more engaged, driven, and creative, so improving performance. Still, the strength of this association would vary based on demographic group. By means of exploring these relationships, this study can provide dealership management with valuable fresh insights to maximize general organizational effectiveness and personnel performance. Knowing how demographic factors influence job happiness, organizations may thus carry targeted campaigns to raise employee engagement and well-being. Moreover, identifying the factors affecting employee performance helps businesses design effective strategies for talent acquisition, retention, and succession planning.



**Fig. 1 The Conceptual Framework of Driving Performance: The Impact of Job Satisfaction in Auto Dealerships**

## 2. Methodology

### Research Design

This study followed a quantitative approach fitting the definition given by Patricia Leavy in 2022 where an emphasis is created for breadth, statistical descriptions, and generalizability. According to its objective, the study intends to find the relationship between employee performance and work satisfaction in the auto dealership industry. Thus, quantitative techniques offer a rigorous approach to reach this objective. The study assessed the hypothesis that employee performance is favorably influenced by work satisfaction through the deductive approach. Using an employee survey, the "top-down process" (Fallon, 2016, as cited in Leavy, 2022) sought these information. This strategy enabled the research to collect standardized answers from a substantial sample of car dealership workers, assuring impartiality and accurate assessment of job happiness and performance. The statistical analysis of this quantitative data facilitated the identification of patterns, correlations, and possible causal links among the variables, yielding robust and generalizable findings relevant to the wider auto dealership business.

### Population and Sampling

The survey respondents were sourced from seventy-two (72) dealerships situated in various cities and municipalities around the Philippines. In addition to being team members or line managers of the car dealership company, they were chosen according to their full-time employment for a minimum of one (1) year. This study's target audience consists of at least of 4,000 line managers and team members spread around the Philippine car dealership system. As stated in <http://www.raosoft.com/samplesize.html>, the study employed a simple random sampling technique to determine the sample size, therefore producing a total of 351 survey respondents. A basic random sample's size can be computed as:  $z^2 * p(1-p) / e^2 * (N / (N-1))$ .

### Research Instrument

The survey tool that the study used consists of three sections: demographics, job satisfaction, and the impact of job satisfaction on employee performance. The demographic profile part covers questions on age, sex, marital status, educational background, tenure, job role—team member or line manager. The second component comprises indices of work satisfaction derived from several characteristics defined by

Judge and Church (2000, as cited in Ali, Rana & Islam, 2018) and Nguyen (2019). The last section correlates job satisfaction with participant's performance, using the prior learning and development paradigm established by Kaplan and Norton (1996 as cited in Utomo, Machmuddah, & Setiawanta, 2019). Four-point Likert scale questions evaluating participant's agreement or disagreement with indicators of work satisfaction and their influence on employee performance make up the second and third sections of the study instrument. Numerical ratings, four (4) for "strongly agree," three (3) for "agree," two (2) for "disagree," and one (1) for "strongly disagree," were used in the survey.

### Data Gathering Procedure

Under a data collection process, the study examined the relationship between job satisfaction and employee performance at auto dealerships using a quantitative methods. Pilot testing the development survey form involved 19 participants. Cronbach Alpha was used for a reliability analysis of the study instrument; the  $\alpha$  coefficient values for every part of the questionnaire were over 0.9, indicating that the included items were adequate and acceptable. After informed permission was obtained, the survey was carried out with the target participants after selection of sample. The links to the questionnaire were sent via cooperation with dealership management; the survey tool was converted to Google Forms for quick access and collection.

### Data Analysis Procedure

The data collected in this research underwent the following statistical analysis:

*Frequency Distribution and Percentage.* The quantity of respondents influenced the frequency of each answer based on their demographic characteristics, namely age, gender, marital status, educational level, tenure, and employment position. Frequency and percentage distribution were used to ascertain the proportions of the specified category relative to the whole population.

*Weighted Average.* The degree of job satisfaction and its impact on employee performance were assessed using weighted mean analysis. It was used to assess the contribution of each individual data point to the aggregate by multiplying each rating or data point by a predetermined value or weight. The subsequent scale range was used to explain the findings of the weighted mean calculation:

Point	Adjectival Rating	Scale Range	Interpretation
4	Strongly Agree	3.26 – 4.00	Very High Level/Extent
3	Agree	2.51 – 3.25	High Level/Extent
2	Disagree	1.76 – 2.50	Low Level/Extent
1	Strongly Disagree	1.00 – 1.75	Very Low Level/Extent

*Standard Deviation and T-Test.* The standard deviation was used to further examine the collected data based on the findings of the weighted mean. The standard deviation measures the dispersion of data points from the mean, indicating that certain data points have more significance than others. Inferential analysis used the t-test to analyze statistically significant variation in responses related to demographic data. The t-test is one of the most important tools, which has been put to practice for testing hypotheses regarding differences between two groups, where in this context are those who received answers relating to work satisfaction and how these have affected the employee's performance, as well as demographic features.

## 3. Results and Discussion

### Demographics of Survey Participants

Participants of the study are all team members and line managers of the top auto dealership company

around the Philippines. The sample size of the survey is 351. Understanding demographics is very useful to put conversations into perspective in a learning and growth context. Age is one of the demographic factors that would help explain why various generations exist in management. Marital status and sex help to clarify gender roles and the effect of family responsibilities on employment attitudes. Academic backgrounds shape people's opinions about professional development. Tenure also denotes organizational experience. Table 2 lists the survey responses concerning the demographic characteristics of the participants.

**Table 1: Demographic Profile of the Respondents (N=351)**

Variables	N	%
<b>AGE</b>		
20 – 29	124	35%
30 – 39	124	35%
40 – 49	81	23%
50 and above	22	6%
<b>SEX</b>		
Male	174	50%
Female	177	50%
<b>MARITAL STATUS</b>		
Single	187	53%
Married	164	47%
<b>EDUCATIONAL ATTAINMENT</b>		
College/University	335	95%
Masters	14	4%
Doctorate	2	1%
<b>LENGTH OF SERVICE/TENURE</b>		
1 - 5 years	206	59%
6 - 10 years	68	19%
11 - 15 years	31	9%
16 - 20 years	20	6%
<b>JOB ROLE</b>		
Team Member	225	64%
Line Manager	126	36%

With 248 (70%+) replies, the survey findings show a broad age range among the participants; majority fell within the 20-29 and 30-39 age ranges. Consequently, the cohorts are smaller for those between the ages of 40 and 49 (81) and 50 and above (22). These results reveal that among the bulk of the workforce, younger workers—that is, those between the ages of 20 and 39—may indicate young vitality, capacity to

adapt to technological innovation, and possible for professional development. In Collet and Legros (2016 as cited in Janse van Rensburg, Claassen, & Fourie, 2019), a person's age is taken to be a gauge of the wisdom, experience, and expertise that person has acquired over years. On the other hand, the stated ages of 40 and above could demand particular initiatives targeted on maintaining qualified professionals and leveraging their great knowledge and experience (Mulvie, 2021).

Regarding gender representation, the poll turned out a somewhat equal mix with 177 female and 174 male respondents. This shows development toward gender balance in the workplace, therefore promoting an inclusive environment that supports different points of view and teamwork. Most companies today also use such approach, presently (De Kretser, 2020).

The same was true for the marital status of the respondents; there were far more respondents who were unmarried with 187 than those married, with 164 respondents. This shows that there might be a higher percentage of single employees in the company, thus possibly a labor group that is more mobile, adaptable and perhaps more forthcoming in "jumping at the opportunity to have professional development and training". As observed in Janse van Rensburg, Claassen, and Fourie (2019), the marital status exerts a certain influence differently on the labor market outcomes of both men and women.

Relatively, the results of the survey revealed that respondents had served for a wide range of tenures or length of service, though the majority had served between 1-5 years while 206 or 59% of respondents. A smaller percentage of employees have tenures of 6 to 20 years, where for instance, 68 (19%) respondents have a tenure between 6 and 10 years; 31 (9%) respondents have a tenure between 11 and 15 years; and 20 (6%) respondents have a tenure between 16 and 20 years. A higher proportion of short-length of service workers would imply the presence of a subset of the workforce that has recently entered the business. According to Lestari and Sinambela (2021), the length of service or tenure can affect the way employees do their job. Therefore, they need training and development opportunities that can help ensure involvement, retention, and eventually, career development.

In regard to job roles, a big number of respondents correspond to the rank of the team members, with 225 responses (64%), while 126 (46%) of respondents held a position as line managers. A large number of participants correspond to a significant number of leaders responsible for motivating the team, building a good work climate, and supporting employee development.

This outcome of the surveys about demographics brings out the importance of understanding and addressing the differing demographic composition of employees within the automobile dealership company. The organization capitalizes on the diverse talents of different groups, which in turn may create a vibrant, all-encompassing workplace that fosters employee satisfaction and engagement, ultimately giving rise to notable performance. As brought out in the analysis of Morethe, Swarts, and Schultz (2020), an organization should invest in well-balanced and all-encompassing talent development programs to overcome the talent deficit or shortages and meet its strategic objectives. It also added that the line managers and supervisors need to become more integral to the process of talent development and must pick up their development interventions much better so that both individual and organizational targets can be met.

### **Level of Job Satisfaction**

The study shows a more favorable picture of the dealership since all measures of job satisfaction got good results. As indicated by a mean score of 3.14 and a standard deviation of 0.51, composite ratings show employees of the auto dealership are highly satisfied. The top five mean scores emphasize the most crucial components of job satisfaction—fair treatment and respect from direct supervisors, responsibilities aligned



with skills and personality, training opportunities, stability in employment, and good cooperation. Above all, staff members are expected to utilize their own judgment to meet client needs in order to promote empowerment and autonomy.

**Table 2: Employees’ Perception in Terms of Job Satisfaction (N=351)**

Job Satisfaction Indicators		Mean	SD	Level of Satisfaction
1	Compensation Satisfaction	3.09	0.58	High
2	Promotion Fairness	3.07	0.65	High
3	Equal Education Opportunities	3.06	0.55	High
4	Training and Engagement	3.21	0.44	High
5	Performance Rewards	3.07	0.53	High
6	Incentive Loyalty	3.06	0.60	High
7	Progress Feedback	3.14	0.57	High
8	Fair Treatment	3.23	0.53	High
9	Well-Equipped Workspace	3.14	0.46	High
10	Trusted Judgment	3.17	0.44	High
11	Time Adequacy	3.13	0.48	High
12	Supportive Coworkers	3.16	0.45	High
13	Team Collaboration	3.17	0.46	High
14	Role Fit	3.22	0.45	High
15	Job Security Confidence	3.19	0.46	High
16	Valued and Appreciated	3.13	0.47	High
<b>Composite Score</b>		<b>3.14</b>	<b>0.51</b>	<b>High</b>

*Note: 1.00 – 1.75: Very Low Level; 1.76 – 2.50: Low Level; 2.51 – 3.25: High Level; 3.26 – 4.00: Very High Level*

These results underscore the importance of creating a friendly, versatile workplace where the opinions of every single employee are respected, and staff members are motivated to develop professionally. This is what King et al. (2021) also found in their study, where optimizing the impact of continuing professional development (CPD) depends totally on a favorable working environment. For instance, leaders who treat their subordinates with fairness and dignity exude the confidence and respect necessary for the retention and participation of staff. According to Moore and Hanson (2022), honoring and keeping the promise of employees is one trait of leaders for whom an environment of joy is developed. They also ascertained that employees who are valued and appreciated are also said to offer suggestions and help in decision-making. In addition, strategic workforce planning involves matching the tasks with talents and personality traits so that people are aligned in situations where they can excel and make meaningful contributions (Aguinis, 2019).

Training, seminars, and group projects show a great dedication to enhancing employee growth and skill acquisition—qualities essential for dynamic trends in the automotive industry and client expectations. Job security and a strong corporate culture help staff members to invest in their long-term development and success within the organization.

According to the survey results, the auto dealership has managed to design the right working environment that meets the needs of employees’ satisfaction, growth, and productivity. As claimed in Samašonok et al.

(2023), an inclusive work environment affects employees' motivation, performance, and satisfaction, hence inspiring organizational purposes, loyalty, efficacy, productivity, and psychological comfort right away. For instance, a company needs to make continuous investment in learning and development initiatives and bringing about inspiring leadership. It needs to foster a culture of teamwork and creativity if it has the aim of raising engagement, retention, and the general organizational performance levels at higher dimensions in the competitive automotive sector.

The findings of the survey concerning the degree of job satisfaction influencing employees' performance at the auto dealership company reveal that general productivity and work performance are much influenced by this factor. The combined mean score of 3.18 and the standard deviation of 0.44 indicate the considerable influence. This emphasizes the need of employees' enjoyment since it influences their performance.

**Table 3: Employees' Perception in terms of Effect of Job Satisfaction to Employee Performance (N=351)**

Effect of Job Satisfaction and Employee Engagement to Employee Performance		Mean	SD	Extent of Effect
1	Met Expectations Drive	3.18	0.42	High
2	Work Security Impact	3.17	0.42	High
3	Acknowledgment Encouragement	3.13	0.48	High
4	Positive Job Outlook	3.23	0.44	High
5	Strong Coworker Bond	3.17	0.44	High
6	Contribution Importance	3.15	0.44	High
7	Office Enthusiasm Boost	3.18	0.45	High
8	Progress-Caring Head	3.16	0.46	High
9	Mission Motivation	3.18	0.43	High
10	Future Commitment Drive	3.23	0.46	High
<b>Composite Score</b>		<b>3.18</b>	<b>0.44</b>	<b>High</b>

*Note: 1.00 – 1.75: Very Low Level; 1.76 – 2.50: Low Level; 2.51 – 3.25: High Level; 3.26 – 4.00: Very High Level*

Among the five traits most impacting performance in the context of employee satisfaction, the following got the top ranks: a good job outlook, drive to commit to the future, drive to meet standards, rise in office enthusiasm, and being motivated by mission. These findings amply demonstrate the requirement of a favorable surroundings in which workers feel driven, appreciated, in line with corporate objectives and values.

From a perspective of learning and growth, these figures reveal rather close association between job satisfaction and employee performance. If employees are confident about their employment prospects, devoted to the future of the firm, and motivated by its mission, Khalid and Boraji (2024) believe they are more likely to put in more effort, ingenuity, and dedication to assist the company realize its objectives. Moreover, as Agrawal and Chauhan (2023) emphasize, metrics like meeting expectations and raising workplace excitement highlight the need of establishing clear performance criteria, offering helpful criticism, and thus fostering a work environment depicted by enthusiasm and positivity. These elements not only increase employee satisfaction but also enable individuals to perform better in

their employment, thus enhancing the general performance of the business.

In addition to this, there is a large correlation of being dedicated toward upcoming tasks and expecting to serve a purpose. This hints towards balancing the ideas and goals of people with long-term goals and business missions. The results of the survey truly reflect how much job satisfaction matters for determining the performance of the car dealership. In reality, more emphases should be put on building a good work environment, realigning employees with company's objectives, and giving them the motivation and purpose if they are expected to develop and be successful in the long run, as Karneli, Handayati, and Rijal (2024) pointed out.

#### 4. Conclusions and Recommendations

This study assessed the correlation of staff performance and work satisfaction in an auto dealership organization considering employee demographics. The findings confirm a positive, learning directed, and capable workplace. The data of the research highlights the need of recognizing and satisfying employee needs. Likewise, aspects of tenure, education, and age influence aspirations and developmental needs. The dealership also considers these differences and support policies regarding mentoring, work-life balance, and training to facilitate a much more fluid and inclusive environment. Thus, staff members acknowledged receiving guidance and appreciation from the company. The outstanding results of the employee satisfaction survey indicate that the dealership has created a culture that supports creativity and staff wellbeing. Good performance depends on employee satisfaction, hence a pleasant surroundings helps to foster it. Support of training and development helps the dealership inspire and make employees more engaged. This study confirms how work satisfaction of auto dealership personnel affects their performance. Engagement, efficiency, and dedication to business goals increase from compensation, job satisfaction, and opportunities for development. The dealership can ensure a very motivated and effective staff by regularly monitoring and improving worker satisfaction by means of focused interventions. The outcomes will help the dealership enhance its human resource policies, therefore fostering a culture of learning and growth that supports its satisfied workers and profitable business.

The strong relationships in the survey between job satisfaction and employee performance exposed a good working environment in the auto dealership. Based on the results and demographic data, the following pragmatic recommendations could help in learning and growth perspective of the company:

- Targeting training and development involves taking into consideration the demands of several age groups. While workers 40 years of age and older may prefer mentoring or leadership development, those between the ages of 20 and 39 may favor technical skill training or qualifications. Specialized training can increase workforce education and help college graduates and advanced degree holders participate. For those with less formal education, targeted training can also help them to develop their talents. Relatively, one can base specific training and development on tenure. Offering comprehensive onboarding for newly employed workers with 1–5 years of experience and customized training courses for seasoned workers with 11 or more years of experience can help to increase knowledge and skills of both groups.
- Diversity of the workforce should also guide programs for tutoring, mentoring, and coaching. Establish mentoring programs whereby seasoned employees—especially those approaching retirement—are paired with younger staff members to share information and promote professional development. Funding a coaching program that guides individuals toward professional planning, goal setting, and talent and weakness identification is also another initiative to consider.

- Establishing a learning culture will further reinforce the learning and growth perspective of the organization. Brown bag lunches, lunch and learn sessions, or internal knowledge-sharing programs let employees highlight their abilities and grow together. Encouragement of lifelong learning can result in scholarships or tuition reimbursement to enable individuals to acquire professional certificates or job-related study.

This study clarified the link between employee performance and job satisfaction at a Philippine auto dealership company. Nonetheless, more study is necessary to increase its generalizability and depth. Future studies should thus repeat these results on a bigger sample of Philippine car dealerships. This would enable one to ascertain whether the noted relationships apply across different car manufacturers. Likewise, a longitudinal research might also look at how employee performance and dealership success change with time depending on work satisfaction. Qualitative research can help to clarify employee preferences and needs. Future research can include demographics to include work-life balance choices, remuneration systems, and leadership styles to enable auto dealerships improve employee performance and well-being.

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