



Research Paper

Business Process Management and Job Satisfaction Within MSMEs Grocery Stores in Bay, Laguna

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Abstract

This study investigates the relationship between Business Process Management (BPM) and job satisfaction in micro, small, and medium-sized enterprises (MSMEs) grocery stores in Bay, Laguna. Three significant challenges hindering organizational growth and employee satisfaction were identified: (1) work-life imbalance leading to burnout and reduced productivity, (2) gap between policy formulation and execution, lack of local support and burdensome government procedures causing misalignment and inconsistency, and (3) gaps in entrepreneurial and management skills resulting in the absence of structured talent management plans. This emphasizes the importance of implementing comprehensive strategies addressing conducive work environments and efficient operational practices through business process management to foster a fulfilling and productive workplace in MSMEs.

Respondents were gathered from various grocery stores in Bay, Laguna, utilizing total population sampling, ensuring a comprehensive representation. Survey questionnaires, featuring closed-end questions, were administered to collect data from each grocery store, offering a thorough overview of the permitted grocery store population in the area. Employing a quantitative approach with a descriptive-correlational design, the study utilized statistical tools such as mean, standard deviation, remarks, dependent and independent t-tests to assess the relationship between BPM and job satisfaction.

The findings showed that Business Process Management (BPM) positively impacts various aspects of MSMEs. Respondents were satisfied with salary, workload, and the work environment, indicating a significant link between specific BPM elements and job satisfaction. This underscores BPM's role in enhancing overall employee job satisfaction in MSMEs, suggesting that organizations can improve satisfaction, engagement, and productivity by focusing on BPM opportunities.

Keywords:

Business Process
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I. Introduction

In today's global economy, business processes are seen as essential for operating businesses, serving as the foundation for operations and distinguishing competitive forces within the networked economy (Palkina, 2018). Optimizing these processes has become critical for organizations seeking a competitive edge. Additionally, there is a growing recognition of individuals' evolving roles in the economy, emphasizing their intellectual and personal development. Employees are encouraged to leverage their imagination, knowledge, and research skills to enhance both tangible and intangible corporate operations. In the modern Russian economy, promoting innovation across various sectors is paramount, influencing the quality, efficiency, productivity, safety, and environmental aspects of business processes.

In the Philippines, micro, small, and medium-sized enterprises (MSMEs) play a significant role, accounting for a large portion of employment and Gross Value Added (GVA). Despite their importance, these businesses often face productivity and efficiency challenges (Francisco and Canare, 2019). For example, in a grocery store setting, optimizing business processes can significantly impact success. Streamlining procedures such as inventory management, stocking, checkout, and customer service can lead to increased efficiency, lower expenses, and greater employee satisfaction. Investing in employee growth and fostering an innovative culture can further improve the store's overall quality and competitiveness.

Efficient business processes also contribute to employee satisfaction, which is crucial for success in competitive industries like supermarkets. Streamlining operations can improve productivity, leading to a sense of accomplishment and job satisfaction among employees. This, in turn, fosters a positive work environment, staff retention, and overall business performance. Efficient processes also facilitate professional development, allowing employees to learn new skills and contribute meaningfully to the company's success. This investment in business process improvement benefits not only the employees but also the grocery store as a whole.

Addressing challenges faced by employees, such as work-life balance, policy execution gaps, and skills development, through efficient business process management is critical for promoting employee well-being and advancing MSMEs. By identifying opportunities for business process management, the findings of this study will help to increase employee satisfaction, engagement, and productivity in grocery stores. Efficient business processes also play a crucial role in skills development. A well-structured talent management plan can provide employees with necessary training and development opportunities, enabling them to improve their skills and stay current with market trends. This, in turn, can lead to higher labor productivity and a more skilled workforce, benefiting both employees and the business.

II. Theoretical background

Stated below are the theories that may be applied in the researchers' current study is the Upper Echelon Theory by Donald C. Hambrick and Phyllis A. Mason in 1984, and The Herzberg's two-factor theory of motivations in Alrawahi, Sellgren, Altouby, Alwahaibi, & Brommels' work in 2020.

Upper Echelon Theory. A theory related to business process management is the notion that top-executives interpret their circumstances via highly individual lenses known as the "*upper echelons theory*," a management theory published by Donald C. Hambrick and Phyllis A. Mason in 1984. The business management theory "Upper Echelon" focuses on how top-level managers' traits and principles affect organizational choices (Macmillan, 2018). In the context of business process management (BPM), this theory relates to how strategic decisions, resource allocation for BPM initiatives, organizational culture surrounding BPM, change management initiatives, and the willingness to innovate in process improvement are influenced by managers' experiences, preferences, and risk-taking tendencies. In essence, the theory stresses that how BPM is treated and integrated inside a company is greatly influenced by the traits of top managers. A manager with great analytical skills, for instance, may be more equipped to lead a project focused on altering organizational culture than one that includes data analysis and modeling. Likewise, a manager with good interpersonal skills may be better suited to lead a project focused on process improvement. In order to create a strategy that works best for your business and the nature of your organization, it is essential to identify the specific strengths and limitations of upper management.

Herzberg's two-factor theory of motivations. Employee job satisfaction has been studied using the Herzberg theory (1959) in Alrawahi, Sellgren, Altouby, Alwahaibi, & Brommels' work in 2020. According to Herzberg's two-factor hypothesis, both hygiene elements and motivators have an impact on job satisfaction. Working environment and job security are hygiene aspects that are important to prevent job dissatisfaction but they do not alone result in job satisfaction. Motivators that provide workers a sense of accomplishment and fulfillment, such as chances for personal development and recognition, contribute to satisfaction at work. Managers should concentrate on offering both hygienic factors and motivators to their staff in order to increase employee satisfaction. Herzberg utilized this concept to explain how a person might experience both satisfaction and dissatisfaction at work at the same time.

III. Research question or Research hypothesis or Problem statement.

It specifically tackled to determine the level of job satisfaction of the employees of selected grocery store in Bay, Laguna in terms of the: salary, workload, and work environment. Likewise, the effect of Business Process Management on the following factors: a) employee turnover, b) electronic transaction, c) sales and marketing.

IV. Data and methods

The study utilized a quantitative approach that combined descriptive-correlational methods to measure both the description and the relationship of the factors. Quantitative data collection methods, such as surveys and questionnaires, were used to gather relevant data from employees of micro, small, and medium-sized enterprises (MSMEs) grocery stores in Bay, Laguna. The data is gathered, and analyzed in a quantitative way using statistical tools. Seventy-Four (74) respondents were used as the whole respondents for the study as the total number of the respondent given by the municipal.

V. Results

Table 1 shows the Test of Significant Relationship between the Business Process Management and Job Satisfaction of the Respondents among the Selected Grocery Stores in Bay, Laguna

Business Process Management	Job Satisfaction	r-value	Degree of Correlation	p-value	Analysis
<i>Employee Turnover</i>	<i>Salary</i>	0.77	Strong Positive Correlation	>.001	<i>Significant</i>
<i>Electronic Transactions</i>		0.54	Medium Positive Correlation	>.001	<i>Significant</i>
<i>Sales and Marketing</i>		0.50	Medium Positive Correlation	>.001	<i>Significant</i>

<i>Employee Turnover</i>	<i>Workload</i>	0.35	Low Positive Correlation	0.002	<i>Significant</i>
<i>Electronic Transactions</i>		0.37	Low Positive Correlation	>.001	<i>Significant</i>
<i>Sales and Marketing</i>		0.29	Low Positive Correlation	>.001	<i>Significant</i>
<i>Employee Turnover</i>	<i>Work Environment</i>	0.19	Very Low Positive Correlation	0.101	<i>Not Significant</i>
<i>Electronic Transactions</i>		0.31	Low Positive Correlation	0.006	<i>Significant</i>
<i>Sales and Marketing</i>		0.25	Low Positive Correlation	0.006	<i>Significant</i>

Source: Authors

Table 1 presents the significant relationship between the business process management and job satisfaction of the respondents within MSMEs grocery stores in Bay, Laguna in terms of salary, workload and work environment. Also show the r-value, degree of correlation, p-value, and analysis.

In terms of salary and workload, the computed p-values relationship between the business process management in terms of employee turnover, electronic transactions and sales and marketing, and job satisfaction of the respondents within MSMEs grocery stores in Bay, Laguna are less than the level of significance ($\alpha = 0.05$). The analysis shows that the relationships are significant. Furthermore, the majority of the computed r-values with regards to salary show a medium positive correlation while all of the computed r-values with regards to workload show a low positive correlation.

And in terms of workload, the computed p-values relationship between the business process management in terms of electronic transactions and sales and marketing, and job satisfaction of the respondents within MSMEs grocery stores in Bay, Laguna are both less than the level of significance ($\alpha = 0.05$). The analysis shows that the relationships are significant. Furthermore, the computed r-values show a low positive correlation.

While, the computed p-values relationship between the business process management in terms of employee turnover, and job satisfaction of the respondents within MSMEs grocery stores in Bay, Laguna is greater than the level of significance ($\alpha = 0.05$). The analysis shows that the relationships are not significant. Furthermore, the computed r-values show a very low positive correlation.

The researchers' correlational study regarding micro, small, and medium-sized enterprises (MSMEs) grocery stores in Bay, Laguna, resulted in a strong and statistically significant relationship between business process management (BPM) and job satisfaction. After examining salary, Employee Turnover had a strong positive correlation, while Electronic Transactions and Sales and Marketing had a medium positive correlation, all with statistically "significant" p-values. Workload, on the other hand, had a low positive correlation with all BPM sub-variables, and these relationships were also statistically "significant." In terms of the work environment, Electronic Transactions and Sales and Marketing had a low positive correlation, signifying a "significant" relationship, while Employee Turnover had a very low positive correlation, which was considered "not significant."

Santos and Villanueva (2020) highlight the significance of prioritizing employee well-being and job satisfaction within an organizational culture. They argue that doing so can yield positive outcomes for business processes, contributing to improved effectiveness and heightened customer satisfaction. This underscores the pivotal role of employee satisfaction in the realm of successful business process management.

Building on this perspective, Syarifudin, Amaliyah, and Izzudin (2022) propose the adoption of Business Process Management (BPM) as a structured framework for organizations. They argue that BPM enables organizations to systematically identify areas for improvement, addressing issues such as delays, underutilized assets, excessive resource allocation, and high costs. By addressing these issues, organizations can streamline their operations, leading to enhanced overall business performance. In essence, employing BPM serves as a strategic approach to optimizing processes and promoting efficiency within the organizational framework.

VI. Conclusions

The empirical study investigated the relationship between business process management (BPM) and job satisfaction within micro, small, and medium-sized enterprises (MSMEs) grocery stores in Bay, Laguna.

1. The findings revealed that respondents perceived BPM positively, particularly in terms of its impact on employee turnover, electronic transactions, sales, and marketing. This answered the first statement of the problem regarding business process management's influence.
2. The respondents expressed satisfaction with salary-related aspects, found their workload conducive and satisfactory, and were satisfied with the work environment provided by their organization. These findings imply that the respondents have a positive and stable attitude towards their job and are likely to perform well and remain loyal to their organization.
3. As for the last problem, the study uncovered a significant positive correlation between BPM and job satisfaction. Respondents who perceived BPM as having a beneficial impact on employee turnover, electronic transactions, and sales and marketing were also more likely to report higher levels of job satisfaction. Although each sub-variable demonstrated a low, medium, or strong positive correlation with each other, employee turnover turned out with a very low positive correlation with work environment, making it not significant.

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