



Work Context, Job Satisfaction, and Positive Affect among Filipino Workers in Japanese-Owned Companies

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Abstract

Cultural and organizational differences can shape employee experience in foreign-owned workplaces, particularly in contexts where local workers operate under distinct managerial traditions and workplace expectations. The study examined job satisfaction and positive affect among Filipino workers in Japanese-owned companies, focusing on demographic profile, nature of work, group differences, and the relationship between the two main constructs. A descriptive-correlational design was employed among 92 Filipino workers from Japanese-owned companies in Calamba and Los Baños, Laguna, all of whom had at least six months of work experience. Data were gathered using a profile questionnaire, a modified Positive Affect scale from the PANAS, and a modified Generic Job Satisfaction Scale. Frequency, percentage, weighted mean, t-test, analysis of variance, and Pearson correlation were used for analysis. Findings showed that respondents generally reported high job satisfaction and high positive affect. Gender and age did not yield significant differences in either job satisfaction or positive affect. Nature of work yielded a significant difference in job satisfaction, with service workers reporting higher satisfaction than manufacturing workers, but it did not produce a significant difference in positive affect. Job satisfaction and positive affect were positively and significantly correlated, $r = .680$, $p < .001$. The findings suggest that work context matters in shaping job satisfaction, while positive affect appears closely linked with employees' overall satisfaction in Japanese-owned workplace settings. The localized sample, however, limits broader generalization.

Keywords: *job satisfaction; positive affect; Filipino workers; Japanese-owned companies; work context; foreign-owned workplaces; employee well-being; Laguna, Philippines*

<i>Article History</i> <i>Received: May 5, 2026</i> <i>Revised: May 22, 2026</i> <i>Accepted: June 3, 2026</i>
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1. Introduction

Foreign-owned workplaces expose employees to managerial systems, communication norms, and organizational expectations that may differ from those typically found in local firms. In the Philippine setting, Japanese-owned companies represent an important employment context because they are commonly associated with disciplined work systems, structured supervision, process orientation, continuous improvement, workplace conduct, and strong expectations regarding teamwork (Kamal et al., 2020; Pucik, 1982). These features may influence how Filipino workers evaluate their employment experience, particularly in terms of job satisfaction and positive affect.

Job satisfaction remains a central construct in organizational behavior because it reflects how employees evaluate their work, workplace relationships, compensation, supervision, security, recognition, and opportunities for growth (Ünal, 2015). Earlier literature commonly treats job satisfaction as a multidimensional response shaped by both work-related and personal factors (Pujol-Cols & Dabos, 2018; Riyadi, 2019). The facet approach to job satisfaction considers specific sources of satisfaction, such as pay, supervision, relationships with colleagues, nature

of work, and advancement opportunities, while the global approach treats job satisfaction as an overall evaluation of one's work experience (Rade et al., 2023; Saari & Judge, 2004). In foreign-owned companies, these dimensions may become more complex because employees must also adjust to organizational cultures influenced by another country's management traditions.

Positive affect is likewise relevant in workplace analysis because it refers to the degree to which individuals experience positive emotional states such as energy, enthusiasm, alertness, attentiveness, determination, and confidence (Huyghebaert-Zouaghi et al., 2022). In organizational contexts, positive affect may shape motivation, engagement, interpersonal relations, and the way employees interpret their work environment. Workers who experience higher positive affect may be more likely to report favorable evaluations of their work, while employees with lower positive affect may be more vulnerable to stress, disengagement, or dissatisfaction. For Filipino workers in Japanese-owned companies, positive affect may be influenced by both internal emotional states and external workplace conditions, including leadership style, peer support, nature of work, and perceptions of organizational concern.

The relationship between job satisfaction and positive affect is especially important because satisfaction is not merely a cognitive judgment about work conditions. It also contains an affective component. Employees may evaluate their work positively when they feel supported, recognized, secure, and emotionally engaged. Conversely, positive affect may be reinforced when employees perceive their work environment as fair, meaningful, and supportive. This reciprocal connection suggests that examining both constructs together can provide a more complete understanding of employee well-being in culturally influenced organizational settings.

The nature of work may also matter. Manufacturing and service settings can differ in job demands, interaction patterns, autonomy, physical work conditions, and expectations for customer or operational responsiveness. These differences may affect employees' satisfaction with their work and their emotional experience within the organization. In Japanese-owned companies, manufacturing settings may be more associated with standardized processes, production discipline, and operational routines, while service settings may involve different forms of interpersonal engagement and managerial interaction. Such contextual differences justify examining whether job satisfaction and positive affect vary according to work context.

Despite the relevance of Japanese-owned companies to employment and organizational practice in the Philippines, localized evidence on Filipino workers' job satisfaction and positive affect remains limited. Much of the available discussion on culturally diverse workplaces focuses on broad organizational outcomes, while fewer studies examine how Filipino employees experience satisfaction and positive emotional states in Japanese-owned company settings. This gap is important because employee well-being is not only a human resource concern but also a managerial issue related to retention, motivation, and organizational effectiveness.

The study aimed to examine work context, job satisfaction, and positive affect among Filipino workers in Japanese-owned companies in Laguna, Philippines. Specifically, it described the respondents' profile in terms of gender, age, and nature of work; assessed their level of job satisfaction and positive affect; determined whether job satisfaction and positive affect differed when respondents were grouped according to profile variables; and tested the relationship between job satisfaction and positive affect.

2. Review of Related Literature

2.1 Job Satisfaction as a Multidimensional Workplace Outcome

Job satisfaction is commonly understood as a positive emotional and evaluative response arising from how employees appraise their job and work experiences. It reflects the degree to which employees like their work as a whole and the specific conditions attached to it, including supervision, compensation, recognition, job security, coworker relations, and the nature of work itself (Lepold et al., 2018; Pang & Lu, 2018; Riyanto et al., 2021). Because

work experience is rarely shaped by a single factor, job satisfaction is widely treated as a multidimensional construct rather than as a purely general attitude.

The multidimensional nature of job satisfaction is reflected in the distinction between intrinsic and extrinsic sources of satisfaction. Intrinsic satisfaction is usually associated with the work itself, such as autonomy, task variety, skill use, achievement, and meaningfulness. Extrinsic satisfaction, on the other hand, includes pay, job security, policies, benefits, recognition, and working conditions (Alrawahi et al., 2020; Ibikunle et al., 2022; Karaferis et al., 2022). These distinctions are important because employees may be satisfied with some aspects of their work while remaining dissatisfied with others. For instance, an employee may value coworker relationships and meaningful tasks but still express dissatisfaction with wages or limited advancement opportunities.

Facet-based and global approaches are both used in measuring job satisfaction. Facet-based approaches examine specific areas such as compensation, supervision, coworker relations, recognition, and work itself. These are useful when the purpose is diagnostic because they help identify which aspects of employment require managerial intervention (Ibikunle et al., 2022; Karaferis et al., 2022; Lepold et al., 2018). Global measures, by contrast, summarize the employee's overall evaluation of the job. Although global scores and facet-based composites are related, they are not identical because employees may consider broader experiences, career expectations, and personal standards when forming an overall judgment (Bowling & Zelazny, 2021; Highhouse & Becker, 1993; Ironson et al., 1989).

The relevance of job satisfaction extends beyond individual preference. Prior studies have linked job satisfaction to employee well-being, motivation, engagement, performance, and organizational outcomes. Higher satisfaction has been associated with improved quality of life, stronger motivation, better work engagement, higher productivity, and lower turnover intentions (Dorta-Afonso et al., 2021; Karaferis et al., 2022; Riyanto et al., 2021; Yang et al., 2024). In this sense, job satisfaction is not merely a subjective feeling but an organizationally significant indicator of how employees experience the workplace. For foreign-owned companies, understanding job satisfaction is particularly important because employees' evaluations may be shaped not only by ordinary employment conditions but also by the management culture, communication patterns, and work systems introduced by foreign ownership.

Localized Philippine evidence similarly indicates that employee outcomes are shaped by workplace support, with work environment and support emerging as the strongest predictor of employee productivity in selected trading companies (Espelita & Atento, 2026).

2.2 Positive Affect and Employee Well-Being at Work

Positive affect refers to the experience of pleasant and energized emotional states, including enthusiasm, alertness, attentiveness, pride, determination, inspiration, interest, strength, and excitement. The Positive and Negative Affect Schedule identifies positive affect through descriptors such as active, alert, determined, proud, attentive, inspired, interested, strong, enthusiastic, and excited (Watson et al., 1988). In workplace studies, these indicators are used to capture the emotional tone of employees' work experience, particularly their level of energy, engagement, and positive involvement in their tasks (Crawford & Henry, 2004; Haney et al., 2023).

Positive affect differs from job satisfaction, although the two constructs are related. Job satisfaction involves an evaluative judgment about the job, while positive affect refers more directly to emotional experience. An employee may therefore be affectively energized or enthusiastic at work while also evaluating specific job conditions, such as pay or job security, with varying degrees of satisfaction. However, because employees' emotional states often influence how they interpret their work environment, positive affect is frequently associated with favorable work attitudes (Mostafa, 2017).

The literature links positive affect with employee well-being, work engagement, and desirable workplace behavior. Positive emotions at work have been associated with vigor, dedication, absorption, and general psychological well-being (Diener et al., 2020; Rusu & Colomeischi, 2020). Positive affect also appears to function as a psychological pathway through which supportive work conditions influence employee outcomes. For example, social support may improve job satisfaction partly by increasing positive affect and work engagement (Jasiński &

Derbis, 2022). Similarly, strengths-based interventions and mindfulness-related processes have been found to influence work-related well-being through positive affect (Malinowski & Lim, 2015; Meyers & Woerkm, 2017).

Positive affect is also important because it represents the emotional condition through which employees sustain motivation and workplace functioning. Employees who feel active, alert, and determined may be more likely to participate constructively in work processes, maintain focus, and respond positively to work demands. Conversely, low positive affect may indicate disengagement, emotional fatigue, or reduced psychological energy. In culturally influenced workplaces, such as Japanese-owned companies operating in the Philippines, positive affect may reflect how employees emotionally adjust to organizational discipline, expectations of teamwork, supervisory style, and perceived organizational support.

Adjacent Philippine workplace evidence likewise shows that meaning in work and growth-oriented psychological resources can help explain how employees interpret their work experience and sustain positive workplace functioning (Aguilar, 2026).

2.3 Foreign-Owned and Japanese-Owned Workplace Contexts

Japanese-owned companies abroad often carry distinctive management practices associated with discipline, structured work systems, teamwork, continuous improvement, supervisory control, and training. These practices may shape how local employees experience their work environment. Studies of Japanese-style management abroad identify features such as shop-floor discipline, just-in-time systems, quality circles, cohesive teams, participatory yet centralized decision-making, internal training, and job rotation (Dedoussis, 1995; Johnson, 1988; Lincoln, 1989; Negandhi et al., 1985). These systems may create operational efficiency and organizational commitment when successfully adapted to the local context.

Comparable Philippine evidence from quality-management implementation shows that formal work systems become more effective when supported by human factors, organizational practices, training sufficiency, and leadership reinforcement (Gamasan & Atento, 2026).

The effects of Japanese-style management on local workers, however, are mixed. On the positive side, transferred Japanese practices may improve employee commitment, satisfaction, discipline, performance, and retention when they are combined with training, inclusion, and participatory systems (Lincoln, 1989; Martadinata et al., 2022; Saka, 2004; Tang et al., 2000). Local employees may value clear duties, time management, training opportunities, teamwork, and the orderliness associated with Japanese organizational culture. These features may contribute to perceived stability and structure, which can strengthen both job satisfaction and positive affect.

On the negative side, Japanese-style management can also create adjustment strain when applied in an ethnocentric or insufficiently localized manner. Research has noted concerns related to centralized authority, limited trust in local managers, promotion ceilings, long working hours, obligatory socializing, and reduced autonomy (Diefenbach, 2015; Furusawa & Brewster, 2019; Morita, 2022; Negandhi et al., 1985; Yu & Meyer-Ohle, 2008). When local employees perceive that foreign management practices exclude them from decision-making or limit advancement, job satisfaction may decline. Thus, the influence of Japanese management is not automatically positive or negative; its effect depends on how the practices are adapted, communicated, and integrated into the local workforce.

Philippine and Southeast Asian evidence suggests that Japanese-owned firms do not simply reproduce Japanese management practices without modification. In the Philippines, Japanese firms may localize compensation, hiring, assignment, and other human resource practices, sometimes converging with practices used by other foreign-owned and Filipino-Chinese firms (Amante, 1995). Filipino managers working under Japanese-style management also appear to adapt managerial skills through cross-cultural negotiation rather than through simple acceptance of Japanese practices (Wakabayashi et al., 2001). This suggests that Filipino workers' job satisfaction and positive affect in Japanese-owned companies may be shaped by a hybrid workplace context: partly influenced by Japanese management

systems and partly mediated by local organizational culture, employee expectations, and industry-specific work conditions.

Related Philippine evidence from a regulated service-sector case suggests that organizational sustainability depends on preserving trust, compliance, and legacy strengths while reconfiguring capabilities in response to policy, technology, and consumer-environment shifts (Atento & Atento, 2025).

2.4 Profile Variables and Differences in Job Satisfaction and Positive Affect

Research on job satisfaction and positive affect often examines whether employee profile variables, such as gender, age, and work context, are associated with differences in workplace attitudes and emotional experience. The evidence, however, is not uniform. Demographic and work-profile variables may matter, but their effects tend to vary across occupations, industries, cultures, and measurement approaches.

Age is frequently examined as a possible source of variation in job satisfaction. Some studies report significant age-related differences, including curvilinear or U-shaped patterns in which satisfaction varies across early, middle, and later career stages (Islam et al., 2014; Millán et al., 2011). Other studies report weak or nonsignificant associations between age and job satisfaction, suggesting that age alone may not explain employees' work evaluations (Akbulduk, 2024; Dombrovskis, 2021; Watkins, 2023). Age may also relate differently to positive affect. Older workers have sometimes been found to report more positive affective experiences, possibly because of better emotion regulation, different work expectations, or a stronger ability to derive positive meaning from workplace interactions (Kim & Kang, 2016; Scheibe et al., 2019).

Gender differences in job satisfaction are likewise inconsistent. Some studies report differences in satisfaction across gender groups, while others show slight or nonsignificant differences depending on the work setting and satisfaction facet being examined (Andrade et al., 2019; Hanafi & Syah, 2021; Köse & Avcioglu, 2023; Saha et al., 2021). The inconsistency may be partly because gender differences are often facet-specific. Employees may differ in satisfaction with pay, supervision, recognition, or advancement opportunities rather than in overall satisfaction alone (Carvajal et al., 2018; Zou, 2015). This means that gender may matter in some organizational contexts but not in others, especially when working conditions and expectations are broadly similar across male and female employees.

The nature of work may be more directly connected to job satisfaction because it shapes employees' daily tasks, workload, autonomy, interpersonal interaction, and exposure to organizational demands. Differences in job type, employment form, and work arrangement can influence which facets of satisfaction become most important (Barkova & Emelyanenkova, 2024; Bernini & Tampieri, 2025; Graaf-Zijl, 2011; Millán et al., 2011). In foreign-owned company settings, the distinction between manufacturing and service work may be especially relevant. Manufacturing work may involve stronger production routines, process discipline, physical demands, and standardized operations, while service work may involve different forms of interpersonal engagement, customer interaction, or supervisory contact. These differences may explain why job satisfaction can vary by nature of work even when positive affect does not differ significantly.

Related evidence from marine technical employees shows that job satisfaction can be shaped by work location, work type, and working language, reinforcing the importance of occupational context in explaining differences in workplace attitudes (Wang, 2026).

2.5 Relationship between Job Satisfaction and Positive Affect

Job satisfaction and positive affect are closely related constructs in workplace research. Affective events and emotional experiences influence how employees evaluate their jobs, while satisfaction with work can also reinforce positive emotional states. This makes their relationship potentially reciprocal rather than strictly one-directional.

Empirical evidence shows a consistent positive association between positive affect and job satisfaction. Meta-analytic findings indicate that positive emotions are strongly related to job satisfaction, with positive emotional

experiences generally corresponding to more favorable work evaluations (Williams et al., 2023). Experience-sampling research likewise shows that positive moods at work are associated with job satisfaction during and after work episodes (Judge & Ilies, 2004). Studies among teachers, healthcare workers, and other employee groups similarly indicate that positive affect predicts higher job satisfaction and may mediate the effects of social support, emotional intelligence, motivation, and other psychological or contextual resources (Dreer, 2021; Jasiński & Derbis, 2022; Kafetsios & Zampetakis, 2008; Madrid et al., 2020; Reizer et al., 2019).

The relationship may also operate in the reverse direction. Job satisfaction has been found to predict later positive affect and broader subjective well-being, although some evidence suggests that well-being and positive affect may exert a stronger influence on later satisfaction than vice versa (Bowling et al., 2010). Daily and longitudinal studies therefore suggest that job satisfaction and positive affect may reinforce each other over time (Bouckennooghe et al., 2013; Fischetti et al., 2024; Judge & Ilies, 2004). Satisfied employees may experience more positive moods, while employees who regularly experience positive emotions may interpret their work environment more favorably.

This relationship is directly relevant to Filipino workers in Japanese-owned companies because both constructs can reflect employee adjustment to the work environment. Job satisfaction captures employees' evaluation of management, supervisors, coworkers, job security, wages, recognition, and skill use. Positive affect captures the emotional tone of their workplace experience. When employees feel supported, secure, and able to function well in the work context, positive affect may rise. Conversely, employees who frequently feel active, attentive, proud, and enthusiastic may be more likely to evaluate their jobs positively. The correlation between these constructs therefore provides an important indication of employee well-being in the workplace.

2.6 Synthesis of the Literature and Research Gaps

The reviewed literature indicates that job satisfaction and positive affect are distinct but closely connected workplace constructs (Mostafa, 2017). Job satisfaction is best understood as a multidimensional evaluation of work, shaped by both intrinsic and extrinsic facets such as supervision, pay, recognition, job security, coworker relations, and the nature of work (Ahmad, 2018; Alrawahi et al., 2020; Karaferis et al., 2022). Positive affect, meanwhile, reflects the emotional energy and pleasant engagement that employees experience in the workplace (Sandrin et al., 2020; Watson et al., 1988). While job satisfaction involves evaluation, positive affect involves emotional experience; however, the two constructs often reinforce each other (Bowling et al., 2010; Mostafa, 2017).

The literature also shows that workplace context matters. Japanese-owned companies may provide structured work systems, training, teamwork, and disciplined management practices that can support satisfaction and positive affect when these practices are adapted inclusively (Martadinata et al., 2022; Saka, 2004; Tang et al., 2000). However, Japanese-style management may also produce dissatisfaction when it is perceived as rigid, centralized, exclusionary, or limiting to local advancement (Diefenbach, 2015; Furusawa & Brewster, 2019; Negandhi et al., 1985). Thus, foreign-owned and Japanese-owned settings should be examined not as uniformly positive or negative contexts but as work environments whose effects depend on adaptation, communication, and employee experience.

From a broader systems perspective, employee well-being should also be interpreted in relation to leadership, workload, institutional capacity, and resource constraints, since organizational pressures can shape how individuals experience their work environment (Bermido et al., 2025).

The role of profile variables is more mixed. Gender and age may sometimes differentiate job satisfaction and affective experience, but findings are inconsistent and often dependent on occupational context, cultural expectations, and specific satisfaction facets (Masa'deh et al., 2019; Rahman et al., 2020; Sharma, 2017). The nature of work appears more directly connected to job satisfaction because it determines the structure of daily work, level of autonomy, work demands, and interpersonal interaction, making work context a meaningful variable in examining satisfaction among employees in Japanese-owned companies (Kato & Koizumi, 2023; Yamaguchi, 2001).

Finally, the reviewed evidence strongly supports a positive association between job satisfaction and positive affect (Mostafa, 2017; Zhang et al., 2023). Employees who experience positive emotions at work tend to report higher

satisfaction, and employees satisfied with their jobs tend to experience more positive emotional states over time (Mindeguia et al., 2021; Staw et al., 1994). This supports the rationale for examining both constructs together when assessing employee well-being in culturally influenced organizational settings.

Although job satisfaction and positive affect have been widely studied, several gaps remain relevant to the present study. First, the literature has explored job attitudes and positive affect, with emphasis on improving their conceptualization and measurement (Tee, 2019), but localized studies still need to examine how these constructs operate together in specific foreign-owned workplace settings. Second, studies on Japanese companies abroad show that cultural understanding may have both positive and negative consequences for local employees (Okamoto & Teo, 2011), and these effects remain context-dependent (Makino & Lehmborg, 2019). There remains a need for localized evidence on how Filipino workers experience job satisfaction and positive affect within Japanese-owned companies, particularly in Philippine provincial and industrial settings. Third, demographic and work-profile variables have produced inconsistent findings in previous studies (Masa'deh et al., 2019; Rahman et al., 2020). Gender and age do not always generate significant differences, while the working environment remains a major factor influencing job satisfaction (Taheri et al., 2020). Fourth, the distinction between manufacturing and service work deserves attention because Japanese-owned companies may operate across different work systems and job demands. Together, these gaps support the need to examine work context, job satisfaction, and positive affect among Filipino employees in Japanese-owned companies, with attention to profile differences and the relationship between satisfaction and positive emotional experience.

3. Methodology

3.1 Research Design

The study used a descriptive-correlational research design. The descriptive component was used to present the respondents' profile in terms of gender, age, and nature of work, as well as their levels of job satisfaction and positive affect. The correlational component was used to determine the relationship between job satisfaction and positive affect among Filipino workers in Japanese-owned companies. The design was appropriate because the study did not manipulate variables but examined naturally occurring workplace perceptions and emotional responses among respondents.

3.2 Setting/Locale

The study was conducted among Filipino workers employed in Japanese-owned companies located in Calamba and Los Baños, Laguna, Philippines. The specific company names were not disclosed for confidentiality. The participating companies represented manufacturing and service work contexts, allowing the study to compare job satisfaction and positive affect according to the respondents' nature of work.

3.3 Participants and Sampling

The participants were 92 Filipino workers employed in Japanese-owned companies. Purposive sampling was used because participants were selected based on defined inclusion criteria. To be included in the study, respondents had to be Filipino employees working in a Japanese-owned company and must have rendered at least six months of service. The sample size was determined using G*Power, with the following stated parameters: alpha error = .10, power = .90, and effect size = .34. The final sample consisted of 65 male respondents and 27 female respondents. In terms of age, six respondents were 21 years old and below, 31 were 22 to 35 years old, 54 were 36 to 56 years old, and one respondent was 57 to 72 years old. In terms of nature of work, 71 respondents were from manufacturing and 21 were from service.

3.4 Measures / Instrumentation

Data were gathered using a three-part survey questionnaire. The first part collected the respondents' profile, specifically gender, age, and nature of work. The second part used a modified version of the Positive Affect component of the Positive and Negative Affect Schedule developed by Watson et al. (1988). This portion measured positive affect using indicators such as active, alert, determined, proud, attentive, inspired, interested, strong, enthusiastic, and excited. The third part used a modified Generic Job Satisfaction Scale developed by Macdonald and MacIntyre (1997). This portion measured respondents' satisfaction with work-related conditions such as management concern, company experience, job experience, coworker relations, supervisor relations, use of talents and skills, perceived health effects of work, job security, recognition, and wages.

The survey used a five-point Likert-type scale. Higher scores indicated higher levels of agreement, satisfaction, or positive affect. The instrument was pilot-tested prior to full administration, and the reliability coefficients ranged from 0.74 to 0.85, indicating acceptable internal consistency for the modified scales used in the study.

3.5 Data Collection Procedure

The researcher sought permission from Japanese-owned companies in Calamba and Los Baños, Laguna, through a formal letter of request. After permission was granted, the researcher requested the participation of qualified employees. The respondents were informed about the purpose of the study and were asked to answer the survey questionnaires. Distribution and retrieval of the questionnaires were completed within approximately two weeks.

3.6 Data Analysis

The gathered data were tallied, tabulated, encoded, and analyzed using descriptive and inferential statistics. Frequency and percentage were used to describe the respondents' demographic profile according to gender, age, and nature of work. Weighted mean and ranking were used to describe the level of job satisfaction and positive affect based on the survey indicators.

Tests of difference were used to determine whether job satisfaction and positive affect varied when respondents were grouped according to profile variables. Independent-samples t-test was used for gender. One-way analysis of variance was used for age and nature of work, based on the statistical output. Pearson's correlation coefficient was used to determine the relationship between job satisfaction and positive affect. The strength of correlation was interpreted using the study's stated correlation guide, where values from ± 0.60 to ± 0.79 were interpreted as moderately high.

3.7 Ethical Considerations

The study observed basic ethical safeguards in the conduct of data collection. Respondents were informed about the purpose of the study, and their participation was treated with confidentiality. The researcher assured respondents that their responses would remain anonymous and would be used only for the purposes of the study. Participation was voluntary, and respondents signified consent before providing information through the questionnaire.

4. Results

4.1 Profile of the Respondents

The study included 92 Filipino workers employed in Japanese-owned companies. In terms of gender, most respondents were male, with 65 respondents representing 70.7% of the sample. Female respondents accounted for 27 respondents, or 29.3%. This indicates that the respondent group was male-dominated.

In terms of age, the largest group consisted of respondents aged 36 to 56 years old, with 54 respondents or 58.7% of the sample. This was followed by respondents aged 22 to 35 years old, with 31 respondents or 33.7%. Respondents

aged 21 years old and below accounted for six respondents or 6.5%, while only one respondent or 1.1% belonged to the 57 to 72 age group. The age distribution therefore suggests that most participants were mature workers, with the largest segment belonging to the 36 to 56 age bracket.

In terms of nature of work, most participants were employed in manufacturing. Specifically, 71 respondents or 77.2% were from manufacturing, while 21 respondents or 22.8% were from service. The participant profile therefore reflects a workforce primarily drawn from manufacturing-oriented Japanese-owned companies, with a smaller but analytically relevant group from the service sector.

4.2 Level of Job Satisfaction

The respondents generally reported a high level of job satisfaction. Based on the satisfaction-level classification, 43 respondents or 46.7% were classified as having very high job satisfaction. Another 22 respondents or 23.9% reported high job satisfaction, while 25 respondents or 27.2% were classified as having an average level of satisfaction. Only two respondents or 2.2% reported low job satisfaction, and no respondent was classified under the very low category.

The overall job satisfaction score had a mean of 41.29 and a standard deviation of 5.05, indicating that respondents tended to evaluate their work experience positively. Among the individual job satisfaction indicators, the highest-rated item was the belief that management was concerned about employees, with a mean of 4.41. This was followed by feeling good about working in the company, with a mean of 4.36, and feeling good about the job itself, with a mean of 4.30. Respondents also reported favorable perceptions of coworker relations, supervisor relations, use of talents and skills, perceived health effects of work, and job security.

The lowest-rated indicators were recognition for a job well done, with a mean of 3.77, and wages, with a mean of 3.74. Although these remained within a favorable interpretive range, they suggest that recognition and compensation were relatively weaker satisfaction areas compared with management concern, company attachment, and general job experience.

4.3 Level of Positive Affect

The respondents also reported generally high positive affect. Based on the positive-affect classification, 41 respondents or 44.6% were classified as having very high positive affect. Fourteen respondents or 15.2% reported high positive affect, while 16 respondents or 17.4% were classified under the average category. Twelve respondents or 13.0% reported low positive affect, while nine respondents or 9.8% were classified as having very low positive affect.

The overall positive affect score had a mean of 38.93 and a standard deviation of 8.23. Across the positive affect indicators, the highest-rated item was active, with a mean of 4.12, followed by alert, with a mean of 4.11, and determined, with a mean of 4.08. Other positive affect indicators, including proud, attentive, inspired, interested, strong, enthusiastic, and excited, were also rated favorably.

The lowest-rated positive affect indicator was excitement, with a mean of 3.60. Although still within the high interpretive range, this suggests that respondents' positive affect was expressed more strongly as activity, alertness, and determination than as excitement. Overall, the results indicate that Filipino workers in the Japanese-owned companies under study generally experienced positive emotional states at work.

4.4 Differences in Job Satisfaction and Positive Affect According to Gender

The results showed no significant difference in positive affect when respondents were grouped according to gender. Male respondents obtained a mean positive affect score of 38.78, while female respondents obtained a mean score of 39.30. The difference was not statistically significant, $t = -0.270$, $p = .788$.

The results also showed no significant difference in job satisfaction according to gender. Male respondents obtained a mean job satisfaction score of 40.72, while female respondents obtained a mean score of 42.67. Although female respondents had a higher mean score, the difference was not statistically significant, $t = -1.698$, $p = .093$.

These findings indicate that gender did not meaningfully differentiate either job satisfaction or positive affect among the respondents.

4.5 Differences in Job Satisfaction and Positive Affect According to Age

The results showed no significant difference in positive affect when respondents were grouped according to age. Respondents aged 21 and below obtained a mean positive affect score of 44.83; those aged 22 to 35 obtained a mean score of 38.97; those aged 36 to 56 obtained a mean score of 38.06; and the single respondent aged 57 to 72 obtained a score of 50.00. The difference across age groups was not statistically significant, $F = 1.890$, $p = .137$.

The results also showed no significant difference in job satisfaction according to age. Respondents aged 21 and below obtained a mean job satisfaction score of 45.00; those aged 22 to 35 obtained a mean score of 41.68; those aged 36 to 56 obtained a mean score of 40.52; and the single respondent aged 57 to 72 obtained a score of 49.00. The difference across age groups was not statistically significant, $F = 2.449$, $p = .069$.

Although the age-group means varied, particularly for the youngest and oldest respondents, the statistical results did not support a significant age-based difference. The oldest age group should also be interpreted cautiously because it consisted of only one respondent.

4.6 Differences in Job Satisfaction and Positive Affect According to Nature of Work

The results showed that positive affect did not significantly differ according to nature of work. Respondents from manufacturing obtained a mean positive affect score of 38.04, while respondents from service obtained a higher mean score of 41.95. However, this difference was not statistically significant, $F = 3.771$, $p = .055$. Although the result approached the conventional threshold for significance, it was not statistically significant at the .05 level.

Job satisfaction, however, significantly differed according to nature of work. Respondents from manufacturing obtained a mean job satisfaction score of 40.56, while respondents from service obtained a higher mean score of 43.76. The difference was statistically significant, $F = 6.924$, $p = .010$. This indicates that service workers reported significantly higher job satisfaction than manufacturing workers.

The results therefore suggest that nature of work had a clearer impact on job satisfaction than on positive affect. Work context differentiated how respondents evaluated their jobs, but it did not produce a statistically significant difference in their positive emotional state.

4.7 Relationship between Job Satisfaction and Positive Affect

The results showed a significant positive relationship between job satisfaction and positive affect. The correlation coefficient was $r = .680$, with $p < .001$. Based on the study's correlation guide, this value falls within the moderately high range.

This indicates that respondents who reported higher job satisfaction also tended to report higher positive affect. The relationship was positive and statistically significant, suggesting that favorable evaluations of work were associated with stronger positive emotional experience among Filipino workers in Japanese-owned companies.

4.8 Discussion

The findings indicate that Filipino workers in the Japanese-owned companies included in the study generally experienced favorable workplace conditions, as reflected in their high levels of job satisfaction and positive affect. This pattern suggests that the work environment was broadly perceived as supportive, structured, and emotionally

positive. The relatively high ratings for management concern, feeling good about the company, and feeling good about the job itself indicate that satisfaction was anchored not only in the task dimension of work but also in perceived organizational care and identification with the company. This aligns with the view that job satisfaction is multidimensional, involving both intrinsic and extrinsic facets such as supervision, coworker relations, recognition, job security, compensation, and the nature of work (Alrawahi et al., 2020; Karaferis et al., 2022; Lepold et al., 2018).

The strongest satisfaction indicator was the belief that management was concerned about employees. This finding is notable because Japanese-owned workplaces are often associated with structured systems, disciplined work processes, and strong organizational expectations. When such structures are accompanied by perceived managerial concern, employees may interpret the workplace as orderly but also supportive. Literature on Japanese-style management suggests that transferred practices such as teamwork, training, work discipline, and cohesive group systems can enhance satisfaction and commitment when adapted inclusively to local employees (Lincoln, 1989; Martadinata et al., 2022). In the present findings, the high satisfaction scores may therefore reflect a workplace context where Japanese-style organization was experienced less as exclusionary control and more as managerial structure combined with employee support.

At the same time, the lower ratings for wages and recognition indicate that not all dimensions of satisfaction were equally strong. Although these indicators remained within a favorable range, they were weaker than management concern, company attachment, and general job experience. This pattern supports the importance of using a facet-based understanding of job satisfaction. A global or composite satisfaction score may indicate overall positivity, but individual facets reveal specific areas that require managerial attention (Bowling & Zelazny, 2021; Highhouse & Becker, 1993; Ibikunle et al., 2022). In practical terms, Japanese-owned companies may maintain generally favorable employee satisfaction while still needing to strengthen recognition systems and compensation-related perceptions.

The respondents also reported generally high positive affect, particularly in terms of feeling active, alert, and determined. These results suggest that positive affect in the workplace was expressed more as energy, attentiveness, and task-oriented engagement than as excitement alone. This distinction is important because positive affect is not limited to cheerfulness or enthusiasm; it also includes alertness, focus, determination, and a sense of psychological activation (Crawford & Henry, 2004; Watson et al., 1988). In structured work environments, particularly those influenced by Japanese management traditions, positive affect may be manifested through disciplined energy, attentiveness to work, and commitment to task completion rather than through more expressive emotional states.

The absence of significant gender-based differences in job satisfaction and positive affect suggests that male and female respondents experienced the workplace in broadly similar ways. Although some literature reports gender differences in job satisfaction, the evidence is inconsistent and often context-dependent (Andrade et al., 2019; Hanafi & Syah, 2021; Saha et al., 2021; Watkins, 2023). In the present results, gender did not meaningfully differentiate workplace evaluation or emotional experience. This may indicate that the organizational systems, supervisory practices, and work expectations in the companies studied were relatively uniform across gender groups. However, this interpretation should remain cautious because the sample was male-dominated, which may have limited the ability to detect gender-specific patterns.

Age also did not produce significant differences in either job satisfaction or positive affect. This finding is consistent with studies showing weak or nonsignificant age-satisfaction relationships in some work contexts (Akbudak, 2024; Dombrovskis, 2021; Watkins, 2023). Although age-related patterns are sometimes reported, including curvilinear patterns or higher positive affect among older workers, such effects are not universal (Millán et al., 2011; Scheibe et al., 2019). In this study, the nonsignificant age findings suggest that workplace context may have been more influential than age group in shaping satisfaction and affect. The result should nevertheless be interpreted carefully because the oldest age category had only one respondent, limiting meaningful comparison across all age groups.

The most contextually important group-difference finding concerns nature of work. Service workers reported significantly higher job satisfaction than manufacturing workers, although positive affect did not significantly differ

by nature of work. This indicates that work context shaped how employees evaluated their jobs but did not produce a statistically significant difference in their positive emotional experience. The result is plausible because manufacturing and service work differ in daily task structure, autonomy, interpersonal interaction, physical demands, and supervisory arrangements. The literature suggests that nature of work and job type can influence which facets of satisfaction become most salient (Barkova & Emelyanenkova, 2024; Bernini & Tampieri, 2025; Millán et al., 2011). In the present case, service work may have provided conditions that were evaluated more favorably, such as interpersonal engagement, task variety, or different supervisory interaction. However, because the study did not directly measure these mechanisms, they should be treated as interpretive possibilities rather than confirmed explanations.

The nonsignificant difference in positive affect by nature of work, despite the higher service-sector mean, suggests that emotional experience may be less dependent on work category than evaluative job satisfaction. Positive affect may be influenced by broader organizational climate, personal disposition, coworker support, and perceived belonging, not merely by whether the work is manufacturing or service-based. This is consistent with the view that positive affect functions as both a state-like and trait-like emotional construct, shaped by immediate work conditions but also by broader psychological tendencies and social support (Diener et al., 2020; Mostafa, 2017; Rusu & Colomeischi, 2020). Thus, while employees may evaluate service work more favorably, both groups may still experience comparable emotional energy and workplace positivity.

The significant positive relationship between job satisfaction and positive affect is the central relational finding of the study. The moderately high correlation indicates that respondents who evaluated their jobs more favorably also tended to report stronger positive emotional states at work. This result is consistent with evidence showing that positive affect and job satisfaction are closely linked in employee populations (Judge & Ilies, 2004; Kafetsios & Zampetakis, 2008; Madrid et al., 2020; Williams et al., 2023). The finding supports the position that job satisfaction is not only a rational judgment about pay, work conditions, and supervision, but also an affectively charged workplace attitude.

The direction of this relationship cannot be established from the study's correlational design. However, prior literature suggests a mutually reinforcing association. Positive affect may lead employees to interpret work experiences more favorably, while job satisfaction may also strengthen positive emotional states over time (Bouckenooghe et al., 2013; Bowling et al., 2010; Judge & Ilies, 2004). In the present context, employees who feel active, alert, proud, and determined may be more likely to evaluate their work positively; likewise, employees who perceive management as concerned, feel secure in their jobs, and maintain good coworker and supervisor relations may experience stronger positive affect. The relationship is therefore best interpreted as an association between favorable work evaluation and positive emotional experience, not as evidence that one causes the other.

The findings have practical implications for human resource management in Japanese-owned companies. First, maintaining perceived management concern appears important because it emerged as the strongest satisfaction indicator. Second, recognition and wage-related perceptions require attention because they were the lowest-rated satisfaction facets. Third, the significant difference by nature of work suggests that interventions should be sensitive to work context rather than applied uniformly across all employee groups. Manufacturing employees may require closer attention to work conditions, recognition, workload, task design, and supervisory support. Fourth, because job satisfaction and positive affect were strongly related, workplace initiatives that improve satisfaction may also support positive emotional experience, while programs that enhance positive affect may contribute to stronger satisfaction.

The findings also contribute to the localized understanding of Filipino workers in Japanese-owned companies. The literature on Japanese-style management abroad shows both positive and negative effects depending on localization, inclusion, training, and communication (Amante, 1995; Diefenbach, 2015; Wakabayashi et al., 2001; Yu & Meyer-Ohle, 2008). The present findings lean toward a generally favorable employee experience, but they do not support an unqualified conclusion that Japanese-owned workplaces are automatically satisfying or emotionally positive. Rather, the results suggest that satisfaction and positive affect can be high when employees perceive managerial concern and favorable work relationships, while specific areas such as recognition, compensation, and work-context differences remain important.

Several limitations should guide interpretation. The study was limited to 92 respondents from Japanese-owned companies in Calamba and Los Baños, Laguna; therefore, the findings should not be generalized to all Filipino workers in Japanese-owned companies. The use of purposive sampling also limits representativeness. The study relied on self-reported survey responses, which may be affected by social desirability, respondent mood, or workplace-related caution. The cross-sectional and correlational design prevents causal interpretation, particularly regarding the relationship between job satisfaction and positive affect. Finally, the uneven group sizes, especially the single respondent in the oldest age group and the larger proportion of manufacturing respondents, limit the strength of group comparisons.

Overall, the results suggest that work context, job satisfaction, and positive affect are meaningfully connected in Japanese-owned company settings. Filipino workers in the study generally reported favorable evaluations of their work and positive emotional experiences. Nature of work differentiated job satisfaction, while gender and age did not. Most importantly, job satisfaction and positive affect were significantly and positively related, supporting the view that employee well-being in foreign-owned workplaces should be understood through both evaluative and emotional dimensions.

5. Conclusions and Recommendations

The study examined work context, job satisfaction, and positive affect among Filipino workers in Japanese-owned companies. The respondents were predominantly male, mostly within the 36 to 56 age group, and largely employed in manufacturing. This profile indicates that the study mainly captured the experience of mature Filipino workers in manufacturing-oriented Japanese-owned workplaces, although service-sector workers were also represented.

The findings show that Filipino workers in the companies studied generally reported high job satisfaction and a high level of positive affect. Job satisfaction was strongest in relation to perceived management concern, favorable feelings toward the company, and favorable feelings toward the job itself. These results suggest that the respondents generally viewed their work environment positively, particularly in terms of organizational support and overall work experience. However, recognition and wages received the lowest ratings among the job satisfaction indicators. Although still favorable, these lower ratings indicate that employee recognition and compensation-related perceptions may require closer managerial attention.

The findings also indicate that positive affect was generally high among respondents. The strongest positive affect indicators were being active, alert, and determined. This suggests that the respondents' positive emotional experience was expressed mainly through energy, attentiveness, and task-oriented engagement. Excitement was the lowest-rated positive affect indicator, implying that positive affect in this workplace context may be more closely associated with disciplined work engagement than with expressive enthusiasm.

Gender and age did not significantly differentiate job satisfaction or positive affect. These findings suggest that male and female workers, as well as those from different age groups, generally experienced similar levels of satisfaction and positive affect in the companies studied. However, the age-group comparison should be interpreted cautiously because the oldest age category had only one respondent.

Nature of work significantly differentiated job satisfaction but not positive affect. Service workers reported higher job satisfaction than manufacturing workers, indicating that work context matters in how employees evaluate their jobs. This may reflect differences in task structure, interpersonal interaction, autonomy, work demands, or supervisory contact between service and manufacturing settings. However, since positive affect did not significantly differ by nature of work, the emotional experience of respondents appeared broadly comparable across the two work contexts.

The study also found a significant positive relationship between job satisfaction and positive affect. The correlation was moderately high, indicating that respondents who reported higher job satisfaction also tended to report higher positive affect. This confirms that favorable evaluations of work were closely associated with positive

emotional experience among Filipino workers in Japanese-owned companies. The result does not establish causality, but it supports the view that employee well-being in the workplace should be understood through both evaluative and emotional dimensions.

Based on these findings, management may sustain practices that strengthen employees' perception of organizational concern, since this was the strongest satisfaction indicator. Supervisory communication, employee support, fair treatment, and visible concern for worker welfare should be maintained and further institutionalized. These practices may help preserve both job satisfaction and positive affect.

Management may also review recognition and compensation-related practices because these were the weakest satisfaction indicators. Recognition does not need to be limited to monetary rewards; it may include structured appreciation systems, performance acknowledgment, career feedback, and clearer links between contribution and reward. Compensation concerns should also be reviewed where feasible, especially if wage perceptions affect motivation, retention, or morale.

Work-context-specific interventions are also recommended. Since service workers reported higher satisfaction than manufacturing workers, manufacturing employees may need more focused support in relation to working conditions, task design, workload, supervisor interaction, recognition, and career-development opportunities. A uniform employee program may not fully address the different experiences of manufacturing and service employees.

The companies may also strengthen programs that support positive affect at work. These may include training, team-building, wellness activities, mentoring, psychological safety initiatives, and opportunities for employees to experience competence, social connection, and meaningful contribution. Since job satisfaction and positive affect were significantly related, initiatives that improve one dimension may also support the other.

Future studies may expand the sample to include more Japanese-owned companies across different locations and industries. A larger and more balanced sample would allow stronger comparisons by gender, age, and nature of work. Future research may also include other variables such as leadership style, organizational culture, work engagement, organizational commitment, psychological safety, compensation satisfaction, or turnover intention. Longitudinal or mixed-method designs may further clarify how job satisfaction and positive affect develop over time and how Filipino workers interpret their experience within Japanese-owned workplace systems.

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