

JOB SATISFACTION AND WORK ENGAGEMENT OF EDUCATIONALLY MISMATCHED BPO EMPLOYEES IN QUEZON CITY: BASIS IN EMPLOYEE RETENTION

ABSTRACT

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Educational mismatch, wherein employees work in positions unrelated to their academic background, is a common occurrence in the Business Process Outsourcing (BPO) industry. While this allows broader access to employment, it may negatively affect job satisfaction and work engagement, key factors influencing employee retention and organizational performance. When roles do not align with one's field of study, employees may face reduced motivation, limited career fulfillment, and decreased long-term commitment. This study explores the effects of educational mismatch on job satisfaction and work engagement among BPO employees in Quezon City and examines strategies to improve retention within the sector. This study utilized a quantitative correlational research design to investigate the relationship between job satisfaction and work engagement among educationally mismatched BPO employees. A total of 51 participants from a BPO company in Cubao, Quezon City were recruited through snowball sampling. Data were gathered using two validated instruments: the Job Satisfaction Survey (JSS) by Paul E. Spector (1994) and the Job Engagement Scale (JES) by Rich et al. (2010). Online surveys were administered, and the responses were analyzed using frequency distribution, weighted mean, and Pearson correlation to identify patterns and determine the relationship between job satisfaction and work engagement. The results revealed that employees reported moderate levels of both job satisfaction and work engagement, yet expressed concerns regarding salary, limited career advancement opportunities, and lack of recognition. Correlation analysis showed a weak negative relationship between job satisfaction and work engagement; however, this relationship was not statistically significant ($p > 0.06$). These findings suggest that job satisfaction alone may not significantly influence work engagement. Instead, factors such as organizational culture, alignment between job roles and qualifications, and the availability of employee support systems may play a more substantial role in shaping engagement levels. The findings suggest that while improving compensation, career advancement, and recognition is important, these measures alone may not be sufficient to enhance employee engagement. A holistic strategy is required—one that prioritizes job-role alignment, meaningful work, and a supportive organizational environment to cultivate a deeper sense of purpose and commitment. Additionally, the study emphasizes the need to address workplace stressors and support employees' psychological well-being to promote sustained job satisfaction and long-term engagement.

RECOMMENDED CITATION

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