

Virtual Assistants' Job Satisfaction and Productivity: A Correlational Study

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Abstract One critical factor that may improve the productivity and efficiency of virtual assistants would be job satisfaction. As remote work and technological progress advance, it also follows that job satisfaction is changing in kind and other ways. Through a quantitative, descriptive-correlational research design, this research will determine the levels of satisfaction and productivity and the relationship among virtual assistants in Bukidnon. The participants were chosen using a convenience sampling technique, and data collection involved adapted survey questionnaires that measured satisfaction and productivity. Fifty respondents participated in this study. They were reached out through social media and answered a Google Forms copy of the survey. Then, the gathered data were analyzed by statistical methods, and results found that virtual assistants experienced high satisfaction, with a mean of 3.25 overall, showing positive attitudes toward their work environment and responsibilities. It also showed that virtual assistants viewed their productivity as high, with a mean of 3.31, which signifies consistent task efficiency and performance. Further statistical analysis revealed a strong positive correlation between job satisfaction and productivity. This implies that as job satisfaction improves, so does productivity, suggesting a mutual influence between these two variables. Thus, based on these findings, further exploration and implementation of strategies to maintain or enhance job satisfaction to ensure productivity is suggested.

Keywords: descriptive-correlation, job satisfaction, pay, productivity, virtual assistants

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1. Introduction

The demand for virtual assistants worldwide has been increasing significantly in recent years. Virtual assistants have become essential for enhancing work efficiency and offer a cost-effective means to support business functions [1]. Due to this, the role of virtual assistants has seen significant growth globally. One in eight million virtual assistants worldwide is from the Philippines, as many countries find it easy to work with Filipino virtual assistants [2]. They also perform administrative and professional tasks from their homes, making them important to businesses of all sizes.

One of the central concepts in remote work of virtual assistance is job satisfaction. Studies indicate a positive correlation between job satisfaction and employee performance [3]. This positive relationship indicated that job satisfaction was significant among virtual assistants, just like traditional office workers, for performance improvement. However, virtual assistants consider different approaches to their level of job satisfaction. Unlike office-based employees, virtual assistants work from home, which may influence job satisfaction. A study indicates that low virtual work intensity is a positive factor

for job satisfaction, but high intensity can lead to burnout, a serious issue in virtual work [4].

Productivity, however, is just as vital for virtual assistants. Studies indicate that the work environment and support from management directly impact job performance, while adaptability and intrinsic motivation directly affect the effectiveness of jobs [5]. Productivity can also be affected in many ways. In 2021, sickness and injury led to an estimated "149.3 million lost working days" in the UK, significantly affecting productivity due to absenteeism [6]. Another study indicated that working from home may have benefits, but it also increases the chances of feeling confusion, depression, and demotivation [7].

The two factors, namely job satisfaction and productivity, have been correlated to each other. Existing research suggests a significant connection between these variables. Supporting this, it reported that employees with higher job satisfaction are approximately 13% more productive [8]. Several studies have also separately or correlatedly considered assessing job satisfaction and productivity of virtual assistants. However, no study has examined its correlation in Bukidnon. The discoveries of this study would be helpful not only to the present literature but also to allow employers to identify actions

that may better help improve the job satisfaction of virtual assistants, hence improving productivity and, subsequently, success for an organization.

1.2. Statement of the Problem

This study examined the relationship between job satisfaction and productivity among virtual assistants in Bukidnon, focusing on the following questions:

1. What is the level of job satisfaction among virtual assistants in Bukidnon in terms of:

- 1.1. Pay;
- 1.2. Promotion;
- 1.3. Supervision;
- 1.4. Benefits;
- 1.5. Rewards;
- 1.6. Working conditions;
- 1.7. Coworkers;
- 1.8. Nature of work; and
- 1.9. Communication?

2. What is the perceived level of productivity among virtual assistants in Bukidnon?

3. Is there a significant correlation between job satisfaction and perceived productivity among virtual assistants in Bukidnon?

1.3. Hypothesis

Ho. There is no significant relationship between job satisfaction and productivity among virtual assistants in Bukidnon.

2. Materials and Methods

2.1. Research Design

The study applied a descriptive-correlational research design. This non-experimental approach assessed job satisfaction's correlation with productivity in Malaybalay City's virtual assistants. Applying this research design will help determine whether or not a relationship exists between the variables under consideration, along with assessing the strength and direction of such a relationship without manipulating factors.

2.2. Research Instrument

The researchers adapted a questionnaire from two previous research studies to collect data for this study. The instrument used consisted of two divisions: (1) a 36-item questionnaire meant to scale the degree of job satisfaction of virtual assistants in Bukidnon and (2) a 10-item questionnaire for scaling the degree of productivity. Following content validity, the researchers got feedback and approval from panels of experts and mentors before deploying the instrument. Respondents rated their answers on a Likert scale, where 4 represents "Very Satisfied," 3 represents "Satisfied," 2 represents "Unsatisfied," and 1 represents "Very Unsatisfied."

2.3. Method of Data Analysis

This study aimed to explore the relationship between job satisfaction and productivity of virtual assistants in Malaybalay City by using descriptive and inferential statistics. Mean and standard deviation were used to evaluate the degree of job satisfaction of the virtual assistants. Pearson's correlation was used to determine the relationship between job satisfaction and productivity.

2.4. Data Gathering Procedures

The researchers applied a standardized research survey questionnaire for data collection. Before data collection, they got parental consent from researchers and informed consent from the respondents through the IBED principal. Virtual assistants were contacted through social media posts, and once participants were identified, the researchers contacted them via direct messages, along with a scanned copy of the informed consent form. After the respondents agreed, the Google Forms link with the standardized survey was forwarded to the selected virtual assistants. Once all responses were gathered, the data were transferred into an Excel file for analysis, which included calculations of the mean, standard deviation, and Pearson's r correlation test.

3. Results and Discussion

3.1. Job Satisfaction

Table 1. Job Satisfaction in terms of Pay

Pay	Mean	SD	Quantitative Description
1. I am appreciated by the company, considering the pay I receive for my role as a virtual assistant.	3.53	0.50	Very Satisfied
2. I am fairly compensated for the tasks I complete as a virtual assistant.	3.47	0.50	Very Satisfied
3. I am confident in my opportunities for salary increases as a virtual assistant.	3.33	1.07	Very Satisfied
4. Pay raises for virtual assistants are provided at regular intervals.	2.60	1.02	Satisfied
Overall	3.23	0.27	Satisfied

The table shows that virtual assistants in Bukidnon are satisfied with their pay, with an average of 3.23, and have the highest-rated indicator, with a mean of 3.53, which indicates a very satisfied reflection that respondents feel valued for their compensation. The result is consistent with the study [9], which found a positive link between fair compensation and job satisfaction.

However, the lowest-rated indicator, with a mean score of 2.60, which means satisfied, raises concerns regarding the frequency of pay raises. Thus, though it does not point to urgent dissatisfaction, it only reveals an area that needs some positive change to increase job satisfaction. This

result was aligned with the study of [10], indicating that higher pay is linked to greater satisfaction. Still, it was also emphasized that the effect size is relatively small, suggesting that other factors also determine job satisfaction.

Table 2. Job Satisfaction in terms of Promotion

Promotion	Mean	SD	Quantitative Description
1. Virtual assistants who perform well have solid opportunities for promotion.	3.20	1.11	Satisfied
2. Virtual assistants here advance as quickly as those in similar companies.	3.00	1.10	Satisfied
3. I am satisfied with my chances for promotion as a virtual assistant.	2.87	0.91	Satisfied
4. There are opportunities for career advancement in my role as a virtual assistant.	2.80	0.96	Satisfied
Overall	2.97	0.09	Satisfied

The second table showed that virtual assistants in Bukidnon are of average satisfaction toward the opportunities that promotions have an average of 2.97. The highest-rated question has a mean of 3.20, highlighting perceived opportunities for performance-based advancement, while the lowest-rated, at 2.80, suggests concerns about the equal distribution of promotions.

The results concur with a study that stated that promoted employees reported higher levels of job satisfaction [11]. It was further stated that when workers feel valued and satisfied with a promotion, they are most likely to become motivated and perform better. A study also agrees with this, emphasizing that promotion significantly motivates employees [12]. However, another study claims that promotions are essential; however, they are not the primary determinants of job satisfaction, as other factors are equal [13]. For virtual assistants in Bukidnon, this implies that although performance-based promotions are appreciated, addressing their career development concerns can further improve job satisfaction.

Table 3. Job Satisfaction in terms of Supervision

Supervision	Mean	SD	Quantitative Description
1. My supervisor treats me fairly and respectfully in my role.	3.80	0.40	Very Satisfied
2. My supervisor shows genuine interest in the well-being of virtual assistants.	3.53	0.50	Very Satisfied
3. I enjoy a positive and supportive relationship with my supervisor as a virtual assistant.	3.60	0.49	Very Satisfied
4. My supervisor is highly competent in managing virtual assistants.	3.33	0.60	Very Satisfied
Overall	3.57	0.07	Very Satisfied

The third table shows that virtual assistants in Bukidnon are highly satisfied with supervision, having a mean of 3.57. The highest-rated item, with a mean of 3.80, reflects strong confidence in supervisors' fairness and respect, indicating a "very satisfied" rating. Meanwhile, the lowest-rated item, at 3.33, remains high but lags slightly

behind other items in this section.

These results correlate with a study emphasizing that positive supervisor-employee relationships enhance job satisfaction [14]. Another study supports this and states that employees who feel respected and treated fairly by their supervisors are more satisfied with their work. The result for supervisors' competence aligns with the previous study, arguing that subordinates want their managers' fairness and competence [15]. Despite high levels of respect and fairness, the results suggest room for improvement in perceived managerial competence.

Table 4. Job Satisfaction in terms of Benefits

Benefits	Mean	SD	Quantitative Description
1. The benefit package for virtual assistants is fair and meets my needs.	2.93	1.00	Satisfied
2. I am satisfied with the benefits provided to me as a virtual assistant.	2.80	0.75	Satisfied
3. The benefits I receive as a virtual assistant are as good as or better than those of other companies.	2.80	0.98	Satisfied
4. I am pleased with my range of benefits as a virtual assistant.	2.73	0.77	Satisfied
Overall	2.82	0.11	Satisfied

The fourth table shows that virtual assistants in Bukidnon are moderately satisfied regarding benefits, with a mean of 2.82. The highest-rated indicator, with a mean of 2.93, is satisfied, showing that respondents felt the benefits met their needs. On the contrary, the lowest-rated item also has a mean of 2.73, meaning they are also satisfied, an area where there is an opportunity for improvement regarding diversity or scope of benefits.

The findings align with other research, highlighting that a well-designed benefits package can significantly impact job satisfaction [16,17]. The Bukidnon results suggest that employees feel satisfied when their basic needs are met by the benefits offered. More than that, packages with health insurance, retirement, and paid leave demonstrate organizational care for employee well-being, which leads to much satisfaction [17].

Table 5. Job Satisfaction in terms of Rewards

Reward	Mean	SD	Quantitative Description
1. The company appreciates my work as a virtual assistant.	3.47	0.50	Very Satisfied
2. When I perform well as a virtual assistant, I receive meaningful recognition.	3.13	0.81	Satisfied
3. My efforts as a virtual assistant are rewarded in a way that feels fulfilling.	2.93	0.77	Satisfied
4. There are various rewards available for virtual assistants who excel.	2.80	0.91	Satisfied
Overall	3.08	0.15	Satisfied

The fifth table reflects that virtual assistants in Bukidnon are generally satisfied with rewards, averaging a mean of 3.08. The highest-rated item was employer recognition of their contributions, with a mean of 3.47. However, the lowest-rated item was with a mean of 2.80, suggesting that the rewards were not varied enough to

enhance satisfaction in their job.

These results are consistent with a study stating that monetary and non-monetary incentives have important effects on job satisfaction [18]. Additionally, another research has emphasized that intrinsic rewards such as praise and public recognition are as important as financial rewards in maintaining employee satisfaction [19].

Table 6. Job Satisfaction in terms of Operation Condition

Operational Condition	Mean	SD	Quantitative Description
1. Rules and procedures support my ability to do my best work as a virtual assistant.	3.47	0.50	Very Satisfied
4. The paperwork or documentation required in my role is appropriate and straightforward.	3.47	0.50	Very Satisfied
3. My workload as a virtual assistant is manageable and reasonable.	3.40	0.61	Very Satisfied
2. Necessary procedures pave the way for my efforts as a virtual assistant.	2.80	0.65	Satisfied
Overall	3.28	0.07	Very Satisfied

The sixth table reveals that virtual assistants in Bukidnon are highly operational, with a mean of 3.28, showing that they were "very satisfied." The indicators rated the highest, scored 3.47, and were again termed "very satisfied." Meanwhile, the lowest item score, 2.80 or "satisfied," offers opportunities for earlier process improvements.

The results agree with a study pointing out that a healthy and comfortable working environment increases job satisfaction [20]. The study's results reflect this, as employees reported high satisfaction with the safety and comfort of their work environment. However, it contradicts another study that is concerned about and emphasizes the workload, which can lead to stress, burnout, and lower job satisfaction [21]. Based on the result of this study, their paperwork is very manageable, suggesting high satisfaction, but maintenance of workload should be monitored so that job satisfaction of virtual assistants will not go down.

Table 7. Job Satisfaction in terms of Coworker

Coworkers	Mean	SD	Quantitative Description
1. My team maintains a professional and respectful atmosphere.	3.53	0.50	Very Satisfied
2. I have a positive and supportive team of virtual assistant colleagues.	3.40	0.71	Very Satisfied
3. I enjoy collaborating with my fellow virtual assistants.	3.27	0.44	Very Satisfied
4. I am motivated by the skills and competence of my team members.	3.20	0.54	Satisfied
Overall	3.35	0.10	Very Satisfied

The seventh table shows that the virtual assistants at Bukidnon are satisfied regarding coworker relationships, with an overall mean rating of 3.35 satisfaction. Also, the greatest rated factor with a mean value of 3.53 reveals a very satisfactory response. Contrarily, with a mean value

of 3.20, which still indicates satisfaction, teamwork motivation is likely to be under improvement.

These results agree with a study that pointed out the relationship between support from coworkers and job satisfaction [22]. The fact that employees with supportive colleagues are most likely to be satisfied with their jobs is supported by the outcomes of this study, where friendly and supportive coworkers were highly rated.

Table 8. Job Satisfaction in terms of Work

Nature of Work	Mean	SD	Quantitative Description
1. My work as a virtual assistant is fulfilling and enjoyable.	3.73	0.77	Very Satisfied
2. I feel a strong sense of pride in my work as a virtual assistant.	3.53	0.50	Very Satisfied
3. I enjoy the variety of tasks I complete as a virtual assistant.	3.40	0.61	Very Satisfied
4. My work as a virtual assistant is meaningful and engaging.	3.33	0.60	Very Satisfied
Overall	3.50	0.10	Very Satisfied

The eighth table indicates that virtual assistants in Bukidnon are highly satisfied with their work, with an overall mean of 3.50, signifying a "very satisfied" rating. The highest-rated item is the fourth question, with a mean of 3.73, meaning very satisfied, highlighting a strong sense of fulfillment. The lowest-rated item, the first question, with a mean of 3.33, meaning very satisfied, also suggests that even though it has a very high rating, there is still room to make the work more engaging.

These findings align with research stating that meaningful work and a chance to grow in skills stimulate job satisfaction [23]. The low rating for skill improvement suggests employees may feel restricted in professional development, echoing studies linking skill enhancement opportunities to greater job engagement and satisfaction [24].

Table 9. Job Satisfaction in terms of Communication

Communication	Mean	SD	Quantitative Description
1. My tasks and responsibilities as a virtual assistant are fully explained and supported.	3.67	0.47	Very Satisfied
2. Communication within the virtual assistant team is clear and compelling.	3.47	0.50	Very Satisfied
3. The organization's goals are communicated clearly to me as a virtual assistant.	3.33	0.47	Very Satisfied
4. I am well-informed about changes within the organization that affect my work.	3.33	0.47	Very Satisfied
Overall	3.45	0.01	Very Satisfied

The ninth table indicates that virtual assistants in Bukidnon have high satisfaction in communication, with an average score of 3.45, meaning "very satisfied." Clarity in communication is rated the highest at 3.67, and the lowest rated indicators are at 3.33. Even if the lowest indicators received high ratings, these still provide areas for improvement.

The results align with the studies that stated that open communication in the workplace is important for job satisfaction [25,26]. The outcomes of these studies are the same as those of their research, as information shared openly had more satisfied workers. Another study also mentioned feedback as a reason for resolving conflict at work and increasing satisfaction [27]. The lower rating for feedback provision suggests that while communication is generally good, improvement in providing regular and constructive feedback to employees is also encouraged.

Table 10. Overall Job Satisfaction among Virtual Assistants in Bukidnon

Job Satisfaction	Mean	Quantitative Description
Supervision	3.57	Very Satisfied
Nature of Work	3.50	Very Satisfied
Communication	3.45	Very Satisfied
Coworkers	3.35	Very Satisfied
Operational Condition	3.28	Very Satisfied
Pay	3.23	Satisfied
Reward	3.08	Satisfied
Promotion	2.97	Satisfied
Benefits	2.82	Satisfied
Overall	3.25	Satisfied

The tenth table shows that virtual assistants in Bukidnon experience moderate to high overall satisfaction. The high satisfaction levels in areas such as supervision, with an average of 3.57; the nature of work, with an average of 3.50; and communication, with an average of 3.45, suggest that virtual assistants feel supported, respected, and engaged in their roles.

However, opportunities for improvement exist in areas like promotion, with a mean of 2.97, and benefits, with a mean of 2.82. Improvement in these areas may further increase job satisfaction. According to a study, factors such as intimidation by superiors and low benefits issues are addressed, and higher satisfaction and better organizational outcomes can be achieved [28]. Additionally, moderate satisfaction with rewards, with a mean of 3.08, suggests a need for more meaningful recognition. The findings also align with a study that showed that supportive organizational practices mediate job satisfaction and enhance performance [29].

3.2. Productivity

The eleventh table shows that virtual assistants in Bukidnon are rated very highly, with an overall mean of 3.31, meaning strongly agree. The highest-rated item was about virtual assistants managing schedules and appointments, with a mean of 3.80. This result shows that virtual assistants prioritize tasks, ensure well-organized appointments, and minimize scheduling conflicts. The lowest-rated item, however, was about the motivational level of virtual assistants, with a score of 3.27, indicating that while VAs are motivated to do their work, there is still room for improvement.

These findings are similar to those reported by sites where VAs score high in tasks and communication with others, such as an excellent schedule management score and average effectiveness at reducing distractions, as indicated [30,31]. Another study also emphasizes the

role of advanced technology in enhancing VA productivity, which aligns with the table's findings on task management [32].

Table 11. Level of Productivity among Virtual Assistants in Bukidnon

Productivity	Mean	SD	Quantitative Description
1. I put in much effort and worked hard as a virtual assistant.	3.80	0.40	Strongly Agree
2. I feel proud of the work I do as a virtual assistant.	3.73	0.44	Strongly Agree
3. I am very committed to the company I work for.	3.73	0.44	Strongly Agree
4. I feel happy while working as a virtual assistant.	3.67	0.60	Strongly Agree
5. Communication with the team and management is clear and compelling in my virtual assistant role.	3.67	0.47	Strongly Agree
6. I enjoy the tasks and responsibilities of my virtual assistant role.	3.60	0.49	Strongly Agree
7. My performance as a virtual assistant is consistently high.	3.47	0.50	Strongly Agree
8. My role as a virtual assistant helps me reach my full potential.	3.47	0.72	Strongly Agree
9. My health is good, and my morale is high while working in this role.	3.33	0.60	Strongly Agree
10. My motivation level is high while performing my tasks as a virtual assistant.	3.27	0.85	Strongly Agree
Overall	3.31	0.14	Strongly Agree

3.3. Job Satisfaction and Productivity

Table 12. Job Satisfaction and Productivity among Virtual Assistants in Bukidnon

Factors	Mean	R	Interpretation	P
Job Satisfaction	3.25	0.699	Strong Positive Relationship	0.003
Productivity	3.57			

The twelfth table shows the connection between job satisfaction and productivity of virtual assistants in Bukidnon. A mean of 3.25 for job satisfaction indicates general contentment, while a mean of 3.57 for productivity reflects high perceived efficiency through effective task management and output.

The r-value displayed is 0.699, demonstrating a strong positive relationship between job satisfaction and productivity, indicating that productivity also improves as job satisfaction increases. The probability value of 0.003 indicates that this relationship holds certain statistical significance.

These results underscore the importance of fostering a satisfied workforce to enhance performance outcomes. This result agrees with a study that found a "positive relationship between job satisfaction and productivity," and that satisfied employees are likelier to perform well in their jobs [33]. It was further noted that job satisfaction directly affects the employee's output, making it even stronger to enhance job satisfaction at work [34]. Furthermore, another study also proved that organizational support increases satisfaction and productivity, further

validating the findings seen in the virtual assistants in Bukidnon [35]. Overall, the findings of Table 12 confirm the existing relationship between job satisfaction and productivity, mainly for remote work, and point towards the urgent need for organizations to focus on activities that boost employee satisfaction as a means of productivity.

4. Concluding Statements

Virtual assistants in Bukidnon are satisfied with their work, especially in supervision, coworker relationships, and task nature. However, improvements are needed in aspects like benefits, pay raises, and promotion opportunities. This study discovered a strong positive correlation between job satisfaction and productivity among virtual assistants in Bukidnon, with high productivity driven by satisfaction in supervision, manageable workloads, fulfilling tasks, positive coworker relationships, and clear communication, all contributing to motivation and performance. In light of the weaknesses identified, a more competitive benefits package, more frequent pay reviews, and clear and straightforward promotion processes would be well recommended to boost job satisfaction, increasing productivity among virtual assistants in Bukidnon.

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