

Onboarding and Orientation Experience and Job Satisfaction among Employees of Selected Banana Plantations in Bukidnon

Jennifer C. Esteban¹, Teddy E. Colipano,² Jevie J. Papey³

Manupali Agri Development Corporation, Valencia City, Bukidnon, Philippines

Central Mindanao University, Musuan, Maramag, Bukidnon, Philippines

Unifrutti Tropical Philippines, Inc., Davao City, Philippines

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ABSTRACT

The physically demanding nature of plantation work, exposure to harsh environmental conditions, and stressful workplace experiences have become a growing concern regarding job satisfaction among banana plantation employees. Since onboarding and orientation help employees adjust to their roles and work environment, this study examined the relationship between onboarding and orientation experience and job satisfaction among employees in selected banana plantations in Bukidnon. In particular, the study was designed to find out the level of onboarding and orientation experience and its correlation with the job satisfaction of employees. This study employed a descriptive-correlational research design and collected data by using a modified structured survey questionnaire from 384 regular field employees who were directly involved in plantation operations. The respondents were selected by random sampling based on their employment and field assignment. The descriptive data were analyzed using frequency counts, percentages, and means. The Spearman's Rank Correlation was used to examine the relationship between onboarding and orientation experience and job satisfaction. The results indicated that the employees' onboarding and orientation level was Very High ($m = 4.49$). Job satisfaction was also Very High overall ($m = 4.42$). Moreover, the correlation analysis showed that the onboarding and orientation experience had a significant positive correlation with job satisfaction ($r = 0.67$, $p < 0.001$). The findings indicate that providing clear instructions, adequate safety orientation, and support during the induction process can enhance employee satisfaction and commitment. The study highlights the importance of strengthening onboarding and orientation programs in banana plantations to help employees adjust more effectively, lessen stressful work experiences, and encourage long-term commitment in the workplace.

Keywords: Onboarding programs, Plantation employees, Spearman's rank correlation, Workplace support

INTRODUCTION

The banana industry is a major contributor to the agricultural economy of the Philippines in the Northern Mindanao region and plays a major role in the growth of the region (Department of Agriculture, 2023). The labor-intensive nature of the industry and the work environment can have a negative impact on both the morale of employees and their overall job satisfaction (Briones, 2020; van Rijn et al., 2020).

In a bid to counter such challenges, the management of organizations has tapped into onboarding and orientation as one of the strategic tools that can be used to integrate the workforce. These programs are aimed at familiarizing the new employees through job descriptions, company policies, workplace culture, and safety procedures that are important before they start working in their specific tasks (Bauer et al., 2007). Studies always show that formal integration, which is characterized by safety measures, role definition, and socialization, is one of the major pillars to improve employee satisfaction, engagement, and retention (Fröggeli et al., 2023; Mosquera and Soares, 2025). Moreover, the development of a solid background by these programs can help counteract the stress of being in the early-career stages and can result in long-term organization commitment, which is critical in high-intensity agricultural environments (Bernardo, 2024; Saks, 2006).

This research sought to investigate the relationship between onboarding and orientation experience and the job satisfaction of regular field employees in selected banana plantations in Bukidnon, Philippines. Through the analysis of this correlation, the research aimed to provide evidence-based information on how structured orientation programs can be tapped to enhance employee performance within the agricultural industry (Villarosa & Mercado, 2024).

LITERATURE REVIEW

The onboarding and orientation experience is the first step in the socialization process of an organization, as it establishes the long-term relationship of an employee with his/her organization (Bauer et al., 2007). When applied to banana plantations, the process is guided by leading new employees through job descriptions, company policies, workplace culture, and other necessary safety procedures before they can start the respective tasks that have been assigned to them (Bernardo, 2024). Studies show that this type of formal incorporation is a crucial mechanism that newcomers adjust to, and that it facilitates individuals to cope with the complexity of their new environment (Fröggeli et al., 2023).

The onboarding programs are effective in explaining the job roles and responsibilities, which directly affect the performance of employees and their job satisfaction (Tan & Dimaculangan, 2025). Role definition is also essential to minimize the amount of stress experienced by employees during their early-career years in high-intensity agricultural workplaces, wherein employees are required to address the challenges of physical labor and environmental challenges (Liao & Corpuz, 2025). Moreover, socialization, characterized by a sense of acceptance and support from team members and management, is the essence of the employee journey, promoting organizational dedication (Bernardo, 2024; Saks, 2006).

The literature is well documented regarding the effects of these experiences on job satisfaction (Locke, 1976; Spector, 1997). Job satisfaction is a complex concept that portrays the positive emotional state of an employee because of the employee appraising his or her work (Locke, 1976). In the banana industry, the work engagement, distributive justice, and the visibility of leadership have all been found to impact this satisfaction (Bayron et al., 2024; Bustamante and Ramos, 2024; Catubig, 2024). When safety guidelines, company goals, and rights and privileges are included in the onboarding process, it strengthens the psychological contract between the employer and the employee and results in more favorable work outcomes (Pascual, 2025).

Nevertheless, the effectiveness of such programs may depend on the organization's structure and access to support (Villanueva, 2023). As an example, logistical barriers to technical assistance and scenarios with abundant feedback may facilitate or inhibit the socialization process (Mendoza & Santos, 2024; Villanueva, 2023). Incorporating organized onboarding procedures assists in closing these loopholes, guaranteeing that all new employees in the field are subjected to consistent information, which is one of the underlying principles of prolonged satisfaction within the agricultural sector (Mosquera & Soares, 2025). Thus, the quality of the initial onboarding process is a strong predictor of future job satisfaction and is an indicator that investment in such programs has a clear payoff in terms of employee satisfaction and retention (Mosquera & Soares, 2025; Saks, 2006).

Hypothesis

Null Hypothesis: There is no significant relationship between the onboarding and orientation experience and job satisfaction of regular field employees in selected banana plantations in Bukidnon.

METHODOLOGY

The study used a quantitative descriptive-correlational research design. This study used the responses of 384 randomly selected regular field employees in two selected banana plantations in Bukidnon. The study used a self-constructed structured questionnaire, which was validated by experts in Human Resources Management and underwent pilot testing to ensure its accuracy and reliability. It was also translated into the Cebuano dialect to ensure understanding. The questionnaire used a 5-point Likert scale to assess employees' perception of onboarding and orientation, and job satisfaction. Data was gathered through face-to-face interviews with the aid

of the survey questionnaire. Before the interview, respondents were given an informed letter questionnaire and consent form, followed by a briefing on the objectives of the research and their anonymity, and confidentiality was granted. Onboarding and orientation experience and job satisfaction were measured by the mean scores, and Spearman's Rank Correlation was used to determine the relationship between these two variables at the 0.05 level of significance.

RESULTS AND DISCUSSION

Onboarding and orientation experiences are critical for an employee's operational performance and integration in an organization. More than the paperwork of joining the workforce, an induction process is a critical bridge between individual performance and the organization's broader operational principles and culture.

Table 1: Employee experience of banana plantation employee-respondents in terms of onboarding and orientation

INDICATORS	MEAN	QUALITATIVE INTERPRETATION
I was provided with clear orientation when I started working in the plantation.	4.57	Very High Effectiveness
The orientation helped me understand my role in the company.	4.51	Very High Effectiveness
I was able to understand the company's policies during onboarding.	4.49	Very High Effectiveness
I was able to receive clear information about my role and job responsibilities.	4.49	Very High Effectiveness
The orientation helped me understand my rights and privileges in the company.	4.49	Very High Effectiveness
The orientation helped me understand the culture and the proper behavior in the workplace.	4.49	Very High Effectiveness
I was clearly briefed on the company's safety guidelines during onboarding.	4.48	Very High Effectiveness
I was given a chance to clarify my concerns during onboarding and orientation.	4.48	Very High Effectiveness
The orientation helped me understand the goal of the company.	4.48	Very High Effectiveness
I felt welcomed and supported by my team and management during orientation.	4.43	Very High Effectiveness
Overall Mean	4.49	Very High Effectiveness

Legend:

Scale	Range of Values	Descriptive Rating	Qualitative Interpretation
5	4.21 – 5.00	Strongly Agree	Very high effectiveness
4	3.41 – 4.20	Agree	High effectiveness

3	2.61 – 3.40	Neutral	Moderate effectiveness
2	1.81 – 2.60	Disagree	Low effectiveness
1	1.00 – 1.80	Strongly Disagree	Very low effectiveness

The results show that the onboarding and orientation process in the selected banana plantation in Bukidnon is very highly effective, with an overall mean of 4.49, as presented in Table 1. This indicates that overall, the employees are feeling well directed, well informed, and supported in their initial entry to the organization. In practice, this involves having a well-defined and structured process for introducing new employees and orienting them to the work and the workplace. This is particularly relevant in banana plantations in Mindanao, where employment is for export and is much more tightly controlled, with safety, quality, and labor standards being strictly adhered to (Lockie et al., 2014; Rola & Calderon, 2003). If the onboarding process is executed correctly, it can help reveal the confusion that can arise among the new employees, help them get up to speed faster, and enhance the productivity of the entire group. This is reinforced by Bauer et al. (2007), who found that structured onboarding leads to improved role clarity and commitment; and by Saks and Gruman (2018), who explained that structured onboarding enables employees to adjust faster to their roles and perform better.

The indicator, which states that *“I was provided with clear orientation when I started working in the plantation”* (m = 4.57), indicates that employees are oriented as soon as they enter the workplace. This typically involves the introduction to business, a description of their roles, and some ground rules. This is significant since new workers are not sure of themselves in the first few days, and especially on the banana plantation, where work is structured and physically demanding. They are well-oriented and are established right away, which helps them to understand their expectations. In plantation operations in Bukidnon, where workers are immediately deployed to work in the field, this advance instruction may help to avoid error and confusion (Digal, 2007). Bauer (2010) also noted how important first impressions are in the onboarding process, and how they can affect employee self-confidence and self-competency in their work.

The second indicator, which states that *“The orientation helped me understand my role in the company”* (m = 4.51), emphasized the clarity of what is expected from employees in their job assignments. This encompasses activities such as harvesting and fruit care. This is crucial since the laborers in the banana plantations are well organized, and each task requires coordination. With a clear understanding of the roles, workers can work smoothly, quickly, and efficiently. The importance of role clarity to successful onboarding was explained by Klein and Polin (2012) as it allows employees to perform confidently without any confusion.

The third indicator, which states that *“I was able to understand the company’s policies during onboarding”* (m = 4.49), indicates that the employees know the policies and guidelines of the company. This is a key factor as banana plantations tend to have tough production and export requirements, and discipline and compliance are critical. If policies are clearly communicated to employees, they will be less likely to violate policies and more likely to follow proper procedures. Saks (2006) indicates that individuals who start with the rules of the company adapt better and are more committed to the company.

The fourth indicator, which states that *“I was able to receive clear information about my role and job responsibilities”* (m = 4.49), means that employees clearly understand their responsibilities and roles assigned to them in the plantation. This means they understand what they are expected to do and understand the expectations and accountability that go with it. This is significant since there is a high level of organization and task orientation to the operations of the banana plantation, and each worker has a specific role in ensuring productivity and product quality. Employees will have a better grasp of their duties, which in turn will improve efficiency, coordination, and reduce delays in operations. A clear understanding of roles will also make workers more confident and independent in their roles. Klein and Polin (2012) state that role clarity is paramount during the onboarding process because it helps to alleviate confusion and the ability to settle more quickly into the workplace. Within the framework of plantation development in Bukidnon, the orientation of roles and responsibilities creates an orientation for workers in the plantation to carry out their duties in the right way so that they can play a part in achieving production targets and export standards.

The fifth indicator, which states that *"The orientation helped me understand my rights and privileges in the company"* ($m = 4.49$), which means that employees have information about the advantages, rights and privileges of being a worker in the company. This includes compensation information, leave benefits, workplace protection, and access to company programs and services. This is significant since understanding rights and privileges contributes to fairness, trust, and transparency among the management and employees. To improve worker morale and job satisfaction, a workplace with agricultural jobs can help by educating workers about their rights in the workplace. When employees are aware of their privileges, they are more likely to feel valued and respected by the organization. Properly communicating expectations and entitlements of employees and the organization helps to foster better adjustment and higher levels of commitment (Chatman, 1991). Training efforts in banana plantations can mitigate misunderstandings, avoid conflicts, and boost employee retention and productivity by providing orientation, education, and awareness about their rights and privileges.

The sixth indicator, which states that *"The orientation helped me understand the culture and the proper behavior in the workplace"* ($m = 4.49$), indicates that staff are brought up to the values, conduct, and norms expected in the job. This is critical because it impacts how employees interact with each other, collaborate, and manage responsibilities within the workplace. A strong culture is important in plantation environments as it helps develop teamwork and minimize misunderstandings within the workplace. Cultural onboarding enables employees to feel more connected and to feel a stronger sense of belonging to the organization, according to Cable et al. (2013).

The seventh indicator, which states that *"I was clearly briefed on the company's safety guidelines during onboarding"* ($m = 4.48$), indicates that workers are well-trained in workplace safety procedures, including the use of protective equipment and avoiding hazards. In banana plantations, physical hazards and pesticides are potential hazards for the workers, and this is very important. Appropriate safety orientation can prevent accidents and protect workers' health. The International Labor Organization (2019) emphasized that safety training is crucial in agriculture to keep the workers safe, and Christian et al. (2009) reported that safety training in the workplace can help significantly reduce injuries.

The eighth indicator, which states that *"I was given a chance to clarify my concerns during onboarding and orientation"* ($m = 4.48$), means that the employees are encouraged to speak up and clarify things during the orientation. This is significant as it ensures workers can grasp their task completely rather than making guesses and mistakes. If staff feel they can discuss issues, learning will be more effective and less stressful. The interactive onboarding process helps enhance understanding and ease the transition of new hires, notes Wanberg (2012).

Ninth indicator, which states that *"The orientation helped me understand the goal of the company, understanding company goals and direction"* ($m = 4.48$), indicates that employees know the direction the company is going in and what they are aiming to achieve. This is critical because, when workers understand the broader situation, they are better motivated and more aligned with contributing to production goals. When individual work needs to be in line with the company's performance, as in a banana plantation where demand is required for exports, this awareness helps to accomplish that. Rola and Calderon (2003) pointed out that the success of the banana industry depends upon a coordinated action of all the workers to achieve quality standards.

The tenth indicator, which states that *"I felt welcomed and supported by my team and management during orientation"* ($m = 4.43$), shows that the employees feel accepted and supported by the organization, supervisors, and co-workers. This is because this can lower stress or anxiety, particularly for first-time workers who are getting used to the physically demanding work. In a plantation, the sense of welcome also boosts motivation and loyalty. Onboarding social support fosters employee belongingness and commitment, underscoring its importance to social support during onboarding (Bernardo, 2024).

The overall onboarding and orientation reveal that employees are overall happy with how they have been introduced to their job and workplace. This is significant as it affects employee satisfaction and retention rates in the long run. Having the right people on board and oriented from the get-go is more likely to keep them around and keep them productive. Bauer et al. (2007) found that high-quality onboarding results in improved employee

retention and performance results. The banana plantations in Bukidnon have a well-structured onboarding system that encompasses technical training, knowledge of policy, safety instruction, and social support. The system is effective because it is like the actual circumstances of plantation work, which requires both clear instructions and firm guidance. It also demonstrates that even though many workers earn only a secondary education, they can still work effectively when onboarding is structured, hands-on, and supportive. This helps to enhance the long-term stability, productivity, and preparedness of the workforce (Digal, 2007; Lockie et al., 2014).

The results of these findings are very important in plantation management and for workforce development. The effectiveness of the onboarding process is especially high, indicating higher operational efficiency, since new hires are better equipped to perform tasks correctly and consistently right from the start. It also enhances occupational safety compliance, which is essential in banana plantations because of physical hazards and agrochemicals, and minimizes the risks of occupational accidents (International Labor Organization [ILO], 2019). The mentorship and use of culturally appropriate communication methods also highlight the need for culturally sensitive human resource practices in rural agricultural environments, which should be inclusive regardless of education level. The results, in general, indicate that banana plantations in Bukidnon are not only concerned with production efficiency, but are also developing human resources and cultivating the capacity of their personnel with structured onboarding systems that will enable the sustainability of their enterprises.

Job Satisfaction

In the chosen banana plantation in Bukidnon, job satisfaction refers to the general positive emotional state and attitude of employees towards their work, which includes their work tasks, work environment, and its purpose (Ziegler and Schlett, 2016). As illustrated in Table 2, it is a complex evaluative judgment that is affected by various elements such as work-life balance, advancement opportunities, and management support, which in turn affect job retention motivation.

Table 2. Job satisfaction in a selected banana plantation in Bukidnon

INDICATORS	MEAN	DESCRIPTIVE INTERPRETATION
My job gives me a sense of meaning and purpose.	4.45	Very high job satisfaction
Overall, my job provides working conditions that meet my expectations	4.44	Very high job satisfaction
I am motivated to continue working here.	4.43	Very high job satisfaction
I enjoy the tasks that I do every day.	4.42	Very high job satisfaction
My work gives me a sense of accomplishment.	4.42	Very high job satisfaction
Overall	4.42	Very high job satisfaction

Legend:

Scale	Range of values	Descriptive Rating	Qualitative Interpretation
5	4.21 – 5.00	Strongly Agree	Very high job satisfaction
4	3.41 – 4.20	Agree	High job satisfaction
3	2.61 – 3.40	Neutral	Moderate job satisfaction
2	1.81 – 2.60	Disagree	Low job satisfaction
1	1.00 – 1.80	Strongly Disagree	Very low job satisfaction

The data presented in Table 2 shows that the respondents experienced a very high level of job satisfaction, with an overall mean score of $m=4.42$. This finding suggests that employees in the selected banana plantation are generally happy, motivated, and satisfied with their work and workplace experiences. In labor-intensive industries such as banana plantations, job satisfaction is very important because workers perform physically demanding tasks that require endurance, discipline, and commitment. Employees who are satisfied with their jobs are more likely to become productive, loyal, and committed to the organization. High job satisfaction also helps reduce absenteeism, employee turnover, and workplace conflict while improving teamwork and organizational stability. According to Robbins and Judge (2019), job satisfaction positively influences employee performance, commitment, and workplace behavior because satisfied workers are more motivated to contribute to organizational goals. Likewise, the International Labor Organization (2022) emphasized that supportive management, fair treatment, safe working conditions, and growth opportunities contribute significantly to employee satisfaction in agricultural industries.

The high overall result also indicates that the plantation has been successful in creating a work environment where employees feel valued, supported, and motivated. The consistently high ratings across all indicators suggest that workers are not only satisfied with the financial benefits they receive but also with the emotional, social, and professional aspects of their work. In plantation settings, employees often value supportive relationships, recognition, opportunities for growth, and a sense of purpose just as much as monetary rewards. Studies conducted among Philippine agribusiness workers found that employee satisfaction is strongly influenced by supportive management practices, fair treatment, recognition, and positive workplace relationships because these factors help workers feel respected and appreciated within the organization (Mendoza & Santos, 2024). The respondents' level of job satisfaction was at a "Very High" level, but the results must also be considered in the context of the realities of the labor market in Bukidnon. Some employees may be satisfied not just with their overall satisfaction with work, but also due to the value they place on having a secure job in an uncertain labor market. The province has experienced recent closures of plantations and job losses for workers, which may have raised the value of having regular jobs. Clusters of job losses and plantation closures that have occurred recently in the province may have boosted the value of regular employment.

The indicator *"My job gives me a sense of meaning and purpose"* obtained the highest mean score of $m=4.45$, interpreted as very high job satisfaction. This finding indicates that employees strongly feel that their work is meaningful and important. In banana plantation operations, workers contribute directly to food production, export operations, and the economic stability of their families and communities. Employees who find meaning in their work are more likely to stay motivated and committed despite the physical demands of plantation labor. According to Steger et al. (2012), meaningful work increases employee motivation and job satisfaction because workers feel that their efforts contribute to something valuable and significant. The high rating suggests that employees recognize the importance of their roles within the plantation and feel proud of their contributions. This may indicate what can be termed "resigned satisfaction", in which employees are pleased with the job in this case because they feel that there aren't many other options available in the local labor market. However, in labor-intensive areas of agriculture, workers might accept working longer hours, lower pay, and limited prospects for promotion to secure the regularity of their pay and the continuity of their employment. Thus, the high satisfaction ratings found in the study could be a result of factors other than satisfaction with all aspects of the workplace.

However, the results of this study do confirm the importance of workplace support, communication, recognition, and positive relationships with supervisors in supporting employee morale and satisfaction in the context of workplace challenges.

The statement *"Overall, my job provides working conditions that meet my expectations"* obtained a mean score of $m=4.44$, interpreted as very high job satisfaction. This finding suggests that employees are generally satisfied with the overall conditions of their workplace. In agricultural industries, working conditions are very important because employees are exposed to physical risks, changing weather conditions, and demanding workloads. Workers who believe that their workplace conditions meet their expectations are more likely to remain motivated and committed to their jobs. According to the International Labor Organization (2022), positive working conditions improve employee well-being, productivity, and workplace satisfaction because workers feel safer

and more comfortable performing their duties. The high rating implies that the plantation provides a work environment that employees perceive as supportive and conducive to productivity.

The indicator *“I am motivated to continue working here”* received a mean score of $m=4.43$, interpreted as very high job satisfaction. This finding indicates that employees are highly motivated to remain employed in the plantation. Employee motivation to stay in an organization is important because it reflects organizational commitment, satisfaction, and loyalty. In plantation industries where work is physically demanding, retaining experienced workers is essential for maintaining operational efficiency and product quality. According to Dessler (2020), employees are more likely to stay in organizations where they feel valued, supported, and treated. The high rating suggests that the plantation has created a positive work environment that encourages employees to remain committed to their jobs and the organization.

The statement *“I enjoy the tasks that I do every day”* obtained a mean score of $m=4.42$, interpreted as very high job satisfaction. This finding suggests that employees generally enjoy their daily work activities despite the demanding nature of plantation operations. Enjoyment of daily tasks is important because employees who enjoy their work are more likely to become productive, engaged, and motivated. According to Robbins and Judge (2019), employees who find enjoyment in their work demonstrate higher levels of commitment and work performance because positive emotions improve workplace behavior and motivation. The high rating implies that employees are comfortable and familiar with their assigned responsibilities and daily routines.

Lastly, the indicator *“My work gives me a sense of accomplishment”* also received a mean score of $m=4.42$, interpreted as very high job satisfaction. This finding indicates that employees feel fulfilled and proud of what they accomplish through their work. A sense of accomplishment is important because it strengthens employee confidence, motivation, and self-worth. Workers who feel accomplished are more likely to develop stronger emotional attachment to their jobs and remain committed to organizational goals. According to Armstrong and Taylor (2023), employees who experience achievement and accomplishment at work tend to have higher levels of motivation and workplace satisfaction. The high rating suggests that employees recognize the value of their contributions to plantation operations and organizational success.

The Relationship between Employee Experience and Job Satisfaction

The next narrative presentation summarizes the findings of the research conducted on the 384 regular field employees in the selected banana plantation in Bukidnon, with reference to the correlation between experience dimensions of employees and job satisfaction.

Table 3. Spearman’s Rank correlation analysis between employee experience dimensions and job Satisfaction

EMPLOYEE EXPERIENCE	SPEARMAN RHO WITH JOB SATISFACTION	P-VALUE	STRENGTH	INTERPRETATION
Onboarding & Orientation	0.67	<0.001**	Strong	Significant positive correlation

**Correlation is significant at the 1%

The results presented in Table 3 show that onboarding and orientation employee experience has a significantly strong relationship with job satisfaction, with p-values recorded at <0.001. This means that the relationships are statistically significant and are unlikely to have happened by chance. The positive direction of the correlations indicates that as employees’ experiences in the plantation are high, the level of job satisfaction also increases. The strength of the relationships ranges from strong to very strong, suggesting that employee experience plays an important role in shaping how employees feel about their work and workplace. These findings imply that improving workplace practices related to onboarding, work environment, communication, training, compensation, and recognition can directly contribute to higher job satisfaction among banana plantation workers. Judge et al. (2017) also found that there is a strong relationship between employee experiences in the

workplace, employee attitudes toward their job, and employee satisfaction, with positive work environments fostering increased employee engagement and commitment.

The relationship between Onboarding and Orientation and Job Satisfaction obtained a Spearman's rho value of $r=0.67$, interpreted as a strong positive correlation, with a p-value of <0.001 . This means that employees who experienced more effective onboarding and orientation programs also tended to report higher levels of job satisfaction. The positive relationship suggests that proper orientation, guidance, and introduction to workplace policies and procedures help employees adjust more comfortably to plantation work, leading to more positive feelings toward their jobs. The strong correlation further indicates that onboarding plays a major role in shaping employees' early experiences and overall satisfaction within the organization. Bauer (2010) explained that effective onboarding programs improve employee adjustment, confidence, organizational commitment, and job satisfaction because workers become more familiar with workplace expectations and organizational culture. In banana plantation operations, proper onboarding is especially important because employees need clear guidance regarding safety practices, operational procedures, and quality standards. The practical implication of this finding is that management should continue strengthening onboarding programs because employees who adjust well during their early employment are more likely to remain satisfied, productive, and committed to the organization.

CONCLUSION

It was concluded that effective onboarding and orientation programs have a strong positive relationship with job satisfaction of the regular field banana plantation employees in selected banana plantations of Bukidnon. Employees who were adequately oriented in their work duties, company policies, understood their roles and job responsibilities, and felt welcomed, showed higher satisfaction rates and commitment to the job despite the physical nature of plantation work. The results also showed that employees who have a well-designed onboarding program have a smoother transition into the role, are accepted into the workplace, and enjoy closer relationships with co-workers and supervisors. In conclusion, employee-focused and inclusive onboarding can contribute to a positive work experience, reduce stress in the workplace, and improve employee retention.

Practical Implication

The results of this study can serve as valuable information in the management of banana plantations in Bukidnon. Plantation companies can further enhance their orientation program by providing more information on work activities in the plantation, safety procedures, company policies, and expectations for the day-to-day work to improve employee satisfaction and to ensure that onboarding and orientation are linked together. This is particularly vital as plantation workers are likely to undertake strenuous activities and operate in demanding environments.

The study also highlights the importance of supervisors and team leaders to help and guide newly hired employees throughout their employment, especially in the initial weeks. Frequent toolbox talks, discussion sessions, and open communication will encourage workers to feel they can ask questions, voice concerns, and adapt to the plantation atmosphere. Proper guidance and support give employees a sense of confidence and satisfaction in their work.

Further, the plantation management can implement better practices for the induction of employees to foster a sense of belongingness, teamwork, and positive relations among employees. These practices can be strengthened to lower stress in the work environment, boost employee morale and motivation to remain in the organization, enhance productivity, and stability of the banana plantation industry in Bukidnon.

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