

Motivation: Impact on job satisfaction and performance of Local Government Unit employees in San Jose, Occidental Mindoro

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Abstract

This study explores the impact of motivation on job satisfaction and performance among employees of the Local Government Unit (LGU) in San Jose, Occidental Mindoro. Recognizing that public service delivery depends on the efficiency and dedication of LGU personnel, the research examined how intrinsic and extrinsic motivational factors influenced employee satisfaction and performance. Guided by Herzberg's Two-Factor Theory, the study employed an exploratory-sequential design. The qualitative phase involved interviews to identify core motivational and satisfaction themes, which were validated in the quantitative phase using a structured questionnaire administered to 181 permanent LGU employees. Results showed that hygiene factors such as job security, working conditions, and fair rules, along with motivators like recognition, career growth, and interesting work, significantly influenced employee motivation. Job satisfaction was notably affected by pay and benefits, supervision, nature of work, co-worker relationships, and opportunities for advancement. Statistical analysis confirmed significant positive relationships between motivation and job satisfaction, motivation and performance, and job satisfaction and performance. The study highlights the importance of tailored motivational strategies to enhance workforce engagement and productivity in public service. These findings provide useful insights for LGU administrators, human resource managers, and policymakers in designing evidence-based interventions to strengthen public sector efficiency and service quality. A proposed development program focuses on reinforcing both hygiene and motivator factors to improve employee satisfaction and performance.

Keywords: Herzberg's Two-Factor Theory, job satisfaction, local government unit, motivation, performance

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1. Introduction

Performance and satisfaction levels at work are critically determined by motivation, especially in government organizations. Public service provision depends heavily on Local Government Unit (LGU) workers, who require motivation for realizing effectiveness and productivity, as well as organizational success. According to De Leon et al. (2022), despite motivation being critical, several LGU workers face operational issues that affect both their job happiness and performance quality. Inadequate incentives, along with the absence of professional development opportunities and bloated bureaucracies, reduce both worker morale and productivity. As suggested by Lasana et al. (2023), the development of efficient public service depends on comprehending how motivation influences work satisfaction and performance within LGU personnel. Many types of organizations have had extensive academic research conducted on the relationships between employee performance, job satisfaction, and motivation. The motivational theories, including Vroom's Expectancy Theory, Herzberg's Two-Factor Theory, and Maslow's Hierarchy of Needs, illuminate performance-related worker variables (Ihensekhien & Arimie, 2023). These theories explain that operational satisfaction and workplace output combine external factors with internal driving forces. Intrinsic motivation leads to increased engagement and commitment at work and stems from recognition, career opportunities, and personal meaning. The leading determinant of employee performance, alongside retention, is extrinsic motivation, which includes pay level, job security, and additional staff benefits (Aljumah, 2023). Personal commitment among employees boosts both work performance and attendance rates, leading them to become more involved in their tasks and, in turn, enhancing organizational productivity.

Research lacks specific investigation on LGU employees because no studies focus exclusively on their sector (Concepcion et al., 2024). To enhance governance and service delivery, the government requires proper management of motivating structures among its frontline executive LGUs. Although Rahman et al. (2019) studied motivation, most studies on the relations between job happiness and employee performance examine individual topics rather than motivational correspondence. Early studies on motivating LGU workers have failed to consider key factors in their operational environment that affect motivation. According to Arisman (2022), multiple factors, such as workload, political climate, and leadership styles, are driving significant changes in government agencies and creating varying degrees of employee motivation. The study of Davidescu et al. (2020) indicates that LGU employees experience substantial workloads and political interference, which negatively impacts their motivation levels. The findings show that organizations that support workers, offer growth opportunities, and implement fair pay systems experience better staff engagement and superior performance outcomes. This study is essential for assessing which motivators greatly influence the performance and job satisfaction of employees of the Local Government Unit (LGU) of San Jose, Occidental Mindoro. The research will present results to help legislators and local government unit officials design motivational schemes that enhance employee output and service delivery quality. By identifying the primary drivers of job satisfaction and performance, this study enables government organizations to develop targeted interventions that enhance employee engagement, reduce worker attrition, and foster workplace satisfaction. This study lays the foundation for additional research on public-sector motivation by expanding the theoretical understanding of employee motivation within government agencies and addressing existing knowledge gaps.

Statement of the Problem - The purpose of this study was to determine the impact of motivation on the job satisfaction and the performance of the local government unit employees in San Jose, Occidental Mindoro. Specifically, it sought answers to the following questions: (1) What motivates the LGU employees in the performance of their job? (2) What factors contribute to the employees' satisfaction with their current job? (3) What is the extent of the motivation of the respondents in terms of hygiene factors and motivational factors? (4)

What is the level of job satisfaction of the respondents in terms of pay and benefits, supervision, growth and upward mobility, work itself, co-workers, and attitude toward work? (5) What is the level of performance of the respondents? (6) Is there a significant relationship between the motivation and job satisfaction of the respondents? (7) Is there a significant relationship between the motivation and performance of the respondents? (8) Is there a significant relationship between the job satisfaction and performance of the respondents? (9) What development program may be proposed to improve the performance of the LGU employees?

Significance of the Study - The findings of this study are expected to provide valuable insights for the following: the Local Government Unit (LGU) of San Jose and the human resource office to better understand the elements that drive employee motivation. Through the questionnaire, employees of the LGU will be reminded of the purpose of their jobs and asked to reassess how they can contribute more effectively to the attainment of the office's purpose. To the administration, this study will help them determine the necessary management decisions to enhance performance and identify the determinants of motivation, thereby enabling them to improve the basis for promotion and career advancement of their staff. To the academe, those handling human relations subjects will emphasize the different aspects of motivation—what, how, and why people are motivated—and will find fulfillment and dignity in working in an LGU. Moreover, for future researchers, this study will also provide significant information for those undertaking a study of motivation that covers aspects not covered here.

Scope and Delimitation of the Study - The primary purpose of this study was to determine the impact of motivation on the job satisfaction and performance of the LGU employees in San Jose, Occidental Mindoro. The scope of motivation is the Herzberg two-factor theory, namely, hygiene and motivators. For job satisfaction, it covered only the following determinants: pay and benefits, supervision, growth and upward mobility, the work itself, co-workers, and attitude toward work. The respondents in the quantitative phase of this study were employees from the LGU's different offices in San Jose, Occidental Mindoro. Moreover, this study involved only permanent employees as respondents, excluding heads, assistant heads, and section heads. To determine the total sample size for a quantitative study, the total population is used in a sample size calculator. San Jose LGU employees were the sole participants in this research, as personnel from non-governmental organizations, private-sector agencies, or other entities outside the municipality are excluded. This study restricted the data to San Jose LGU personnel, eliminating external workplace motivators originating from monetary factors beyond office boundaries and economic and political influences. Data collection was conducted from April to May 2025, and the study was limited to information collected during this period. The researcher used surveys, interview responses, and questionnaires to collect data.

2. Methodology

Research Design - This study used an exploratory-sequential design. The researcher first used a qualitative method to identify the key variables underlying a phenomenon. Results from the qualitative phase guided the quantitative method, and quantitative results were used to validate the qualitative findings. (Creswell, 2013; Fraenkel et al., 2013; Trochim, 2016) Moreover, a descriptive-correlational design was used to assess the extent of motivation, the level of job satisfaction, and the performance of LGU employees, and to examine the relationship between the independent and dependent variables. Data were gathered using questionnaires and coded, analyzed, and tabulated.

Respondents of the Study - The respondents of the study were employees from the Local Government Unit (LGU) of San Jose, Occidental Mindoro, for the fiscal year 2025. The total population consisted of 340 permanent employees. For the qualitative phase, 15 participants were considered sufficient, following Hennink and Kaiser (2022), who suggest that 9 to 17 interviewees are adequate to reach saturation in qualitative research. Meanwhile, a total of 181 respondents were included in the quantitative phase, determined using the Raosoft sample size calculator with a 5% margin of error and 95% confidence level. Respondents were distributed proportionally across different municipal departments. The Mayor's Office contributed 16 of 30 employees, while the Municipal Administrative Office contributed 4 of 9. The Municipal Treasurer's Office provided 22 of 41 employees, and the

Municipal Agriculture Office provided 19 of 35. The Municipal Engineering Office contributed 18 of 32 employees, while the Sangguniang Bayan Office contributed 14 of 26. Other offices such as the Municipal Social Welfare and Development Office (7 out of 13), the Municipal Accounting Office (6 out of 12), the General Services Office (6 out of 12), the Municipal Assessor's Office (8 out of 15), the Municipal Budget Office (7 out of 13), and the Municipal Civil Registrar Office (8 out of 15) were also represented. Smaller departments, including the Municipal Cooperatives Development Office (4 out of 8), the Municipal Disaster Risk Reduction and Management Office (6 out of 11), the Municipal Environment and Natural Resources Office (5 out of 9), the Municipal Human Resource Management Office (7 out of 13), and the Municipal Planning and Development Office (9 out of 18), likewise participated. The Public Market Office also had 15 out of 28 employees represented in the study. In total, the quantitative phase engaged 181 employees across 18 departments. In comparison, 41 employees from the Municipal Health Office were excluded from the sample size, as they were solely involved in the reliability testing of the research instrument.

Research Instrument - For the qualitative phase, two open-ended questions were used to gather in-depth insights from participants. For the quantitative phase, a researcher-developed questionnaire was developed based on themes emerging from the qualitative data and relevant literature. The instrument consisted of three main parts. The first part measured the extent of motivation, classified into hygiene and motivational factors. The second part assessed job satisfaction using six determinants identified by Lussier (2021), namely pay and benefits, supervision, growth and upward mobility, the work itself, co-workers, and attitude toward work, as per the result of the interview in the qualitative phase, and lastly, the level of performance of the respondents. The questionnaire items were structured as follows: eight measured hygiene factors, eight measured motivational factors, and 36 assessed job satisfaction, with six items per determinant. Respondents rated each item on a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). For performance, the researcher utilized the employees' Individual Performance Commitment and Review (IPCR) ratings from the previous year, covering two consecutive semesters. In preparation for the questionnaire for the quantitative phase, relevant literature and studies were utilized. The degree to which evidence supports any inferences a researcher makes based on the data collected using a specific instrument (Fraenkel et al., 2013). Expert validity was used to assess the questionnaire's validity. The researcher sought assistance from three graduate school professors at Divine Word College of San Jose to evaluate the applicability and appropriateness of the items in question to the topic under investigation. The instrument's inter-item reliability was assessed using the split-half method. It was administered only once, and the Spearman-Brown coefficient of equal length was applied. Parts I and II of the questionnaire were only tested for reliability. The first part covered only hygiene and motivators, and the second part covered the six job satisfaction determinants (Lussier, 2021). A total of 30 permanent employees of the local government unit, from the municipal health office, were asked to complete the 52-item validated questionnaire. They were excluded from the final administration of the questionnaire. Using the split-half method, the questionnaire was tested for reliability, and the Spearman-Brown correction formula was applied due to its one-time administration. The coefficients of reliability based on equal length recorded the results as shown below.

Table 1
Reliability Analysis Results

Item	Reliability Coefficients*	Number of Items	Interpretation
I - Motivation			
1. Hygiene Factors	0.836	8	High Reliability
2. Motivational Factors	0.874	8	High Reliability
II - Job Satisfaction			
1. Pay and Benefits	0.906	6	Very High Reliability
2. Supervision	0.947	6	Very High Reliability
3. Growth and Upward Mobility	0.923	6	Very High Reliability
4. The Work Itself	0.909	6	Very High Reliability
5. Co-workers	0.943	6	Very High Reliability
6. Attitude Toward Work	0.883	6	High Reliability

*Based on Spearman-Brown coefficients of equal length

A generally very high level of reliability is reflected in the table, as indicated by reliability coefficients ranging

from 0.947 to 0.836. Five sections on job satisfaction yielded the highest indices and showed very high reliability. These results attest to the questionnaire's acceptability, which was then administered to a group of local government employees in San Jose, Occidental Mindoro.

Data Gathering Procedure - A letter of request, approved by the concerned office of the LGU and noted by the proponent's adviser, was prepared for the qualitative phase, and likewise for the quantitative phase. For the qualitative phase, a series of semi-structured interviews (face-to-face and via mobile phone) was conducted with 15 LGU employees to discover the variables that were used in the quantitative part. The proponent employed a coding technique in which all interview responses were transcribed into a file and coded for the initial and final thematic analyses. For the quantitative part, a researcher-made questionnaire was used. The researcher tabulated, analyzed, and interpreted the results with her adviser's guidance and the statistical analysis. The researcher distributed and retrieved the validated questionnaire over the course of one month, from April to May 2025. The questionnaire was administered personally by the researcher to ensure the accuracy and confidentiality of the results. Weeks.

Statistical Treatment of the Data - For the qualitative part, thematic analysis was done, and the coded theme was used for the quantitative part. The quantitative data were processed to answer the descriptive part. A weighted mean was applied to describe the extent of motivation and the level of job satisfaction of the respondents, using SPSS version 26. The level of performance, frequency, and percentage were used. To establish the relationship between the independent (IV) and dependent variables (DV) and to test the significance of the relationship among motivation, job satisfaction, and performance of the LGU employees, Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed using WARP PLS Version 7.

Ethical Considerations - In line with Republic Act 10173 or otherwise known as the Data Privacy Act of 2012, the researcher did not disclose any information that could identify the employees of LGU–San Jose who participated in the study. The researcher did not allow anyone to use the data for any purpose other than the study. Moreover, the researcher ensured that all the information provided was factual and supported by evidence to ensure its credibility. The researcher respected the time of the LGU–San Jose personnel, recognizing their responsibilities in their respective offices. The survey questionnaire and interview guide were designed to be unbiased and gender-neutral. The researcher had no intention of causing harm to the offices or their reputations but rather aimed to contribute to the success of the study. In addition, the researcher complied with all rules and regulations to preserve the good name of LGU–San Jose. Any concerns or issues arising from the distribution of survey questionnaires were the sole responsibility of the researcher.

3. Results and Discussions

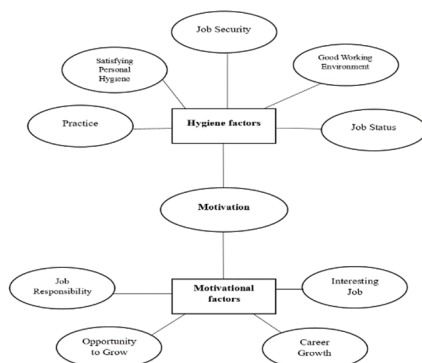


Figure 1. Initial Thematic Map for Motivation

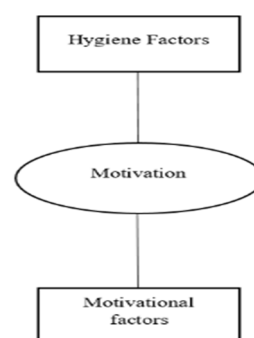


Figure 2. Final Thematic Map for Motivation

Out of the 15 respondents, 20 responses emerged and were classified into two final themes. The two-factor theory of Herzberg (Lussier, 2021) emerged as the final themes, namely hygiene and motivational factors. The

figure presents the web graphic organizer of the initial thematic analysis on motivation, which revealed two key indicators: hygiene and motivational factors, consistent with Herzberg's Two-Factor Theory. Under hygiene factors, employees identified aspects such as workplace practices, personal hygiene satisfaction, job security, a good working environment, and job status, aligning with the ideas of Nickerson (2025) and He et al. (2024), who emphasized the importance of job stability and safe working conditions in preventing dissatisfaction.

On the other hand, motivational factors included job responsibility, opportunities for growth, career advancement, and having an enjoyable or fulfilling job. This supports the findings of Bexheti and Bexheti (2016) and Lee et al. (2022), who found that recognition, achievement, and personal development are strong drivers of motivation. After a thorough understanding of the emerging themes and sub-themes, the researcher identified two leading indicators of motivation: motivational factors and hygiene factors, consistent with Herzberg's Two-Factor Theory. This figure illustrates the interconnection between these two elements and how they collectively influence employees' motivation to work. According to Lussier (2021), employees must first be satisfied with hygiene factors—such as working conditions, supervision, and job security—before motivational factors like responsibility, recognition, and growth opportunities can effectively inspire performance. This is further supported by Shaikh et al. (2019) and He et al. (2024), who emphasized that while hygiene factors prevent dissatisfaction, true motivation stems from intrinsic factors that promote employee engagement and productivity.

Table 2

Mean Extent of Respondents' Motivation in Terms of Hygiene Factors and Motivational Factors

Indicators (Hygiene Factors)	Mean	Interpretation
1. I make sure I treat everyone fairly and professionally.	4.81	Very High Extent
2. I have a satisfying personal life.	4.47	Very High Extent
3. The LGU provides us with good working conditions.	4.36	Very High Extent
4. It is easy to make friends in our department.	4.44	Very High Extent
5. Our department has sensible company rules.	4.35	Very High Extent
6. I have a caring boss.	4.63	Very High Extent
7. My family is the main reason why I work hard.	4.85	Very High Extent
8. I feel secure in my job.	4.49	Very High Extent
Composite Mean	4.55	Very High Extent
Indicators (Motivational Factors)		
1. I feel motivated if my job/task is interesting.	4.50	Very High Extent
2. I am grateful for the appreciation of the work I do.	4.59	Very High Extent
3. I enjoy difficult tasks assigned to me.	4.38	Very High Extent
4. My current work offers an opportunity for advancement.	4.21	Very High Extent
5. Outstanding performance is recognized in our office.	4.26	Very High Extent
6. I can do well in my assigned task.	4.40	Very High Extent
7. Oftentimes, I am appreciated on the work I do.	4.21	Very High Extent
8. My office allows me to grow through learning new things.	4.35	Very High Extent
Composite Mean	4.36	Very High Extent
Overall Mean	4.46	Very High Extent

Scale: 4.20-5.00 Very High Level; 3.40 -4.19 High Level; 2.60-3.39 Moderate Level; 1.80-2.59 Low Level; 1.00-1.79 Very Low Level

Table 2 presents the data on respondents' motivation regarding hygiene and motivational factors; the overall mean is 4.46, indicating a very great extent. This indicates that the employees are highly motivated by both hygiene and motivational factors in the workplace. Thus, hygiene factors had a higher composite mean of 4.55 than motivational factors, which had a composite mean of 4.36. The implication of this overall mean suggests that the workplace is effectively addressing employees' basic and growth-related needs, which may lead to sustained job satisfaction, improved performance, and organizational loyalty. The generally very high level of hygiene indicators indicated that the respondents were highly motivated. This suggests that, more than anything else, employees placed the most significant importance on their family (Menges et al., 2017; Lin et al., 2020), which is why Tariq & Ding (2018) believe that family influences employees' motivation to work. Moreover, Sibonde & Dassah (2021) noted that the absence of employee motivation leads to poor service quality and staff turnover. Therefore, management needs to maintain consistent efforts in motivating employees (David, 2023). Given a very high level of motivation regarding hygiene factors, He et al. (2024) emphasized that proper hygiene practices, both internal and external, are required to meet the respondents' hygiene needs. Moreover, regarding motivational factors, the

majority of respondents reported feeling appreciated when their work is recognized. Somehow, it is often difficult for them to be appreciated at work. According to Alwedo (2021), this feeling followed closely behind employees' ability to accomplish their assigned duties and their enthusiasm for either doing the job or the tasks at hand.

Another theme that wove through the remarks was the level of emphasis on recognizing achievements. A large proportion of respondents reported being satisfied when their endeavors received recognition. It corroborates the study by Bexheti and Bexheti (2016), which found that being rewarded for the work done is not an unusual phenomenon in their professional lives and is a strong incentive. Thus, Herzberg argues that meeting hygiene factors keeps people from becoming dissatisfied (Lussier, 2021; Joseph, 2023). To be satisfied, you must seek to attain motivational factors (Lee et al., 2022). Workplace strategies that enhance motivation and boost organizational effectiveness are often developed on the basis of a clear understanding of both hygiene and motivational factors (Shaikh et al., 2019). In addition, the indispensable role of highly motivated employees has been well recognized in recent studies (Ekundayo & Babalola, 2021).

Table 3 presents respondents' mean job satisfaction levels for pay and benefits, supervision and growth, and upward mobility, with composite means of 4.09, 4.47, and 4.16, respectively, indicating high, very high, and high levels. A composite mean of 4.09 for pay and benefits indicates that these factors drive job satisfaction among employees. According to Robbins and Judge (2022), job satisfaction enables employees to be more effective. Additionally, Licudan-Credo & Naparota (2022) stated that pay and benefits allow employees to feel valued for their work and performance. Moreover, it is revealed that employees are very satisfied when they often receive more benefits at the end of the year, especially during Christmas (4.40), showing that, aside from pay, they expect compensation and rewards for celebrating holidays. The respondents' job satisfaction with pay and benefits is high when their salary is more than enough compared with the same work in another company (3.77). Though the respondents believe that their current rate is in accordance with the approved salary grade, 4.33, a very high level, maintaining competitive pay according to Kano & Tsuda (2023) is a must together with beneficial compensation packages (Rivera et al., 2023; Sumatra et al., 2023), which are currently in the LGU and being enjoyed especially during Christmas. Still, they cannot hide that their take-home pay is not enough and that they are just surviving on it (4.06). Related to equivalent employment in other businesses, when their salaries are more than enough. As argued by Moldabekov et al. (2025), this shows how the beliefs of employees toward the fairness and adequacy of their pay also determine their job satisfaction, which is largely affected by relative compensation and not necessarily the actual compensation. In addition, regarding supervision, the composite mean is 4.47, indicating a very high level. This suggests that, while supervision overall is highly satisfactory, the practice of two-way feedback has a lower perceived impact on job satisfaction. This indicates one area that can be enhanced in supervisory methods to enhance general employee satisfaction, most importantly in the establishment of mutually learning and executable feedback systems (Nickerson, 2025).

Table 3
Mean Level of Respondents' Job Satisfaction in Terms of Pay and Benefits, Supervision and Growth, and Upward Mobility

Indicators (Pay and Benefits)	Mean	Interpretation
1. I am surviving with my salary.	4.06	High Level
2. My salary is commensurate with my skills.	3.96	High Level
3. My current rate is in accordance with the approved salary grade.	4.33	Very High Level
4. Annual salary increase is given to deserving employees.	3.99	High Level
5. My salary is more than enough compared with the same work in another company.	3.77	High Level
6. We often receive more benefits at the end of the year, especially during Christmas.	4.40	Very High Level
Composite Mean	4.09	High Level
Indicators (Supervision)		
1. My supervisor extends support when I need it.	4.52	Very High Level
2. We practice two-way feedback wherein we employees can provide feedback to supervisors and vice versa to act on the feedback we receive.	4.24	Very High Level
3. My supervisor is easy to work with.	4.52	Very High Level
4. My boss is task-oriented.	4.55	Very High Level
5. My boss praises good work.	4.50	Very High Level

6. My supervisor possesses the technical “know-how” to oversee and monitor my work.	4.49	Very High Level
Composite Mean	4.47	Very High Level
Indicators (Growth and Upward Mobility)		
1. Prospect for growth is not limited in our office.	4.17	High Level
2. Deserving employees are promoted in our office.	4.02	High Level
3. Qualifications and guidelines for promotion are communicated to all employees.	4.17	High Level
4. Capacity building through attendance to seminars and trainings is available to all employees.	4.17	High Level
5. Promotion policies are clearly defined in our office.	4.04	High Level
6. Sending employees to relevant trainings will improve and strengthen the LGU service delivery to its stakeholders.	4.40	Very High Level
Composite Mean	4.16	High Level

Scale: 4.20-5.00 Very High Level; 3.40 -4.19 High Level; 2.60-3.39 Moderate Level; 1.80-2.59 Low Level; 1.00-1.79 Very Low Level

Moreover, Alwedo (2021) added that satisfaction also increased when managers possessed technical expertise to adequately monitor and oversee their employees' work. Its combination emphasizes the importance of effective leadership philosophies that incorporate technical expertise, favor beneficial relationships, and provide clear direction. Moreover, a composite mean of 4.16 is reported in Table 3, indicating the mean level of respondents' job satisfaction regarding growth and upward mobility. According to Rawahi (2020), developing growth and achieving upward mobility drive employee satisfaction. Relevant training to improve and strengthen LGU service delivery to its stakeholders shows a very high level of interpretation, with a score of 4.40. Professional advancement is a must, as evidenced by the study by Gazi et al. (2024). The high composite mean implies that providing opportunities for professional development—such as training and career advancement programs—positively affects employee satisfaction. It reflects that LGU employees value growth and perceive it as a motivating factor in their work. However, the lower score in one indicator suggests that not all areas of growth are equally felt, and improvements may be made to ensure that upward mobility is accessible and clear to all employees. This highlights the need for more inclusive and transparent growth pathways to ensure that upward mobility is accessible and clearly communicated within the organization.

Table 4

Mean Level of Respondents' Job Satisfaction in Terms of the Work Itself, Co-Workers and Attitude Toward Work

Indicators (Work Itself)	Mean	Interpretation
1. The organization cares for the workers.	4.27	Very High Level
2. The nature of my work excites me.	4.21	Very High Level
3. I enjoy working with my colleagues.	4.35	Very High Level
4. The overall atmosphere in my office promotes productivity.	4.16	High Level
5. The workplace is pleasant.	4.19	High Level
6. The nature of my work is manageable.	4.37	Very High Level
Composite Mean	4.26	Very High Level
Indicators (Co- Workers)		
1. My co-workers complete their tasks in a timely manner.	4.03	High Level
2. My colleagues demonstrate ambition in their work.	4.02	High Level
3. My co-workers set high standards for themselves and others.	4.02	High Level
4. I easily get along with my co-workers.	4.30	Very High Level
5. My co-workers have high expectations and pay close attention to details.	4.04	High Level
6. I enjoy working with my colleagues.	4.40	Very High Level
Composite Mean	4.13	High Level
Indicators (Attitude Toward Work)		
1. I always engage with my colleagues who have interesting ideas to share.	4.36	Very High Level
2. I feel that my work is remarkable and contributes to the overall performance of my organization.	4.36	Very High Level
3. My work is routinary.	4.14	High Level
4. I practice empathy while at work.	4.38	Very High Level
5. I consider potential solutions to issues that arise with co-workers.	4.28	Very High Level
6. I do nice things for my co-workers.	4.43	Very High Level
Composite Mean	4.33	Very High Level

Scale: 4.20-5.00 Very High Level; 3.40 -4.19 High Level; 2.60-3.39 Moderate Level; 1.80-2.59 Low Level; 1.00-1.79 Very Low Level

Based on Table 4, it achieved composite means of 4.26, 4.13, and 4.33, indicating very high, high, and very high levels, respectively. The 4.26 weighted mean for the work itself was high, reflecting a strong overall

atmosphere at the office, as it promotes productivity. This finding aligns with Ki & Kim (2024), who acknowledged that government workers' job happiness and satisfaction depend on whether their employment corresponds to their service, purpose, and societal contributions. Same with the results of the ongoing study: a very high level of satisfaction (4.21) with the nature of the work itself, which excites them, so stress at work is lower (Christian et al., 2024). However, Demircioglu & Chen (2019) presented a different scenario. He stated that work satisfaction is an insufficient indicator of morale because it ignores broader motivational dynamics. Although manageability and collegial relationships received very high satisfaction ratings, the slightly lower score related to the office atmosphere suggests that environmental and cultural aspects of the workplace can still be strengthened. This aligns with Shaikh et al. (2019), who emphasized that effective workplace strategies should address not only organizational structure and incentives but also the overall work environment to enhance employee morale and satisfaction. Moreover, a composite mean of 4.13 for respondents' job satisfaction with co-workers indicates a high level of satisfaction. This suggests that the co-workers are significant to achieving job satisfaction for employees. Samsuri et al. (2022) attested that co-employees are significant in work conditions. A harmonious relationship among employees contributes to a supportive work environment, thereby enhancing morale and collaboration (Lopez et al., 2023). Co-workers also serve as a vital source of practical and emotional support, helping reduce workplace stress (Nguyen & Tuan, 2021). Even in the presence of structural difficulties, emotional stability is strengthened when employees feel supported by their peers (Adriyanto, 2020). The results imply that while co-workers already contribute positively to job satisfaction, further promoting collaborative, respectful, and purpose-driven work relationships can continue to uplift morale and productivity among LGU employees. In addition, the composite mean of 4.33 indicates a very high level of attitude toward work. According to Nitafan and Camay (2020), job satisfaction reflects employee work attitudes, which in turn impact performance outcomes and employee health. In addition, employees are valued as a result of interacting with other employees who present some form of interesting ideas (Robbins & Judge, 2022), which promotes a vibrant and intellectually challenging atmosphere. Empathy during the working process and the propensity to explore possible ways to address co-workers' problems are also major contributors to the smoothness of cooperation (Reizer et al., 2023) and to the support of the working environment. In contrast, Hee et al. (2018) stated that a view of a job as just routine is the least motivating factor in developing job satisfaction.

Table 5
Summary of the Mean Level of Respondents' Job Satisfaction

Indicators	Composite Mean	Interpretation
1. Pay and benefits	4.09	High Level
2. Supervision	4.47	Very High Level
3. Growth and upward mobility	4.16	High Level
4. The work itself	4.26	Very High Level
5. Co-workers	4.13	High Level
6. Attitude toward work	4.33	Very High Level
Overall Mean	4.24	Very High Level

Scale: 4.20-5.00 Very High Level; 3.40 -4.19 High Level; 2.60-3.39 Moderate Level; 1.80-2.59 Low Level; 1.00-1.79 Very Low Level

Based on Table 5, the overall mean for respondents' job satisfaction is 4.24, indicating a very high level. The data revealed that employees have a very high level of job satisfaction regarding supervision, the work itself, and their attitude toward work. Somehow, it suggests that employees are highly satisfied with their pay and benefits, growth and upward mobility, and co-workers. This implies that support from supervisors and bosses is significant for attaining job satisfaction, enabling employees to feel appreciated and recognized. Some improvements are needed in pay and benefits to increase employees' satisfaction. Based on the study's results, there is a very high level of employees' overall job satisfaction. In support, Robbins & Judge (2022) stated that the new levels of this satisfaction are most notable in the spheres of supervision, the explicit value of the work one has to deal with, and the preunderstanding and the standard of one's professional role. Gazi et al. (2024) added that factors such as compensation and benefits, opportunities for promotion, and relationships with colleagues all contribute, albeit to a lesser extent, to this high level of overall happiness. However, there is a strong sense of fulfillment in all of these areas. It can be seen that the level of supervision accorded to employees appears to be the primary cause of this high level of work satisfaction. Managers and supervisors need to create an environment where workers truly feel

appreciated and recognized for their efforts. This positive perception of leadership is closely related to higher rates of employee satisfaction, thus emphasizing the immense importance of efficient monitoring in establishing a gratifying work environment (Lussier, 2021).

Table 6
Respondents' Level of Performance

IPCR Rating	January 1 - June 30, 2024		July 1 - December 31, 2024	
	Frequency	Percent	Frequency	Percent
Outstanding	15	8.3	17	9.4
Very Satisfactory	161	89.0	161	89.0
Satisfactory	5	2.8	3	1.7
Total	181	100.0	181	100.0
Mean Rating	4.06 (Very Satisfactory)		4.08 (Very Satisfactory)	

The data in Table 6 show the respondents' performance levels. It has been revealed that the employees are consistent with a very satisfactory level for both periods, January 1 to June 30, 2024 and July 1 to December 31, 2024. 161 out of 181 employees achieved a very satisfactory performance during the first and second terms. Thus, 15 employees achieved outstanding performance in the first term and 17 in the second term. Somehow, five employees attained satisfactory performance in the first term and three in the second term. This shows the improvement of the employees, as they achieved a higher level of satisfaction in the second term compared to the first term. Overall, the mean rating was 4.06 (very satisfactory) in the first term, and it increased to 4.08 (very satisfactory) in the second term. The slight increase in performance ratings implies that motivational strategies and job satisfaction factors may have contributed positively to employee outcomes over time. This aligns with Ekundayo and Babalola (2018), who emphasized that employee motivation significantly enhances job performance and overall organizational productivity. Similarly, Jesús et al. (2025) highlighted that employees with high job satisfaction tend to perform better, which benefits the institution's success. The consistency in high performance suggests that the existing organizational environment, supervision, and growth opportunities are supporting employee engagement and effectiveness.

Table 7
Path Coefficients and p-values for Ho

Path	Beta (β) Coefficient	p-value*	Interpretation
Ho ₁ : Motivation→Job Satisfaction			
HYGIENE→PYBENF	0.246	<0.001	Highly Significant
HYGIENE→SUPERV	0.179	0.007	Significant
HYGIENE→MOBILITY	0.284	<0.001	Highly Significant
HYGIENE→WORK	0.422	<0.001	Highly Significant
HYGIENE→COWORK	0.391	<0.001	Highly Significant
HYGIENE→ATTITUDE	0.351	<0.001	Highly Significant
MOTIV→PYBENF	0.349	<0.001	Highly Significant
MOTIV→SUPERV	0.490	<0.001	Highly Significant
MOTIV→MOBILITY	0.452	<0.001	Highly Significant
MOTIV→WORK	0.445	<0.001	Highly Significant
MOTIV→COWORK	0.284	<0.001	Highly Significant
MOTIV→ATTITUDE	0.430	<0.001	Highly Significant
Ho ₂ : Motivation→Performance			
HYGIENE→IPCR	0.049	0.255	Not Significant
MOTIV→IPCR	0.158	0.015	Significant
Ho ₃ : Job Satisfaction→Performance			
PYBENF→IPCR	0.037	0.311	Not Significant
SUPERV→IPCR	-0.165	0.011	Significant
MOBILITY→IPCR	0.114	0.060	Not Significant
WORK→IPCR	0.266	<0.001	Highly Significant
COWORK→IPCR	0.143	0.024	Significant
ATTITUDE→IPCR	0.028	0.355	Not Significant

*Significant at $p < 0.05$

The results of the first test of hypothesis (Ho₁) registered low to moderate *Beta* (β) coefficients ranging from 0.179 to 0.490. These values were generated after the two components of motivation were linked to job satisfaction.

Although these values appear low to moderate, they still highlight a significant to highly significant relationship between employees' motivation regarding hygiene factors and pay and benefits. Considering motivational factors, the beta values indicate a generally moderate and significant correlation with job satisfaction, ranging from 0.430 to 0.490. The least path coefficient is observed in the link between the extent of motivation and the level of job satisfaction regarding co-workers ($\beta=0.284, p<0.001$). The path coefficients for hygiene and motivational factors, when correlated with the IPCR rating, yielded low values of 0.049 and 0.158, respectively. This explains the result of the second test of hypothesis, which indicates that only the motivational factors showed a significant connection to the employees' performance rating ($\beta=0.158, p=0.015$).

In the third hypothesis test, six components of job satisfaction were linked to performance considering IPCR rating, and only half of these components revealed significant correlation with IPCR rating, namely supervision ($\beta=-0.165, p<0.011$), the work itself ($\beta=0.266, p<0.001$), and co-workers ($\beta=0.143, p=0.024$). The structural equation analysis provides a more elaborate explanation of the relationship among the performance of LGU employees, their satisfaction, and their motivation. Pandya (2024) states that, compared to traditional models of satisfaction, intrinsic motivators have a greater influence on satisfaction. In contrast, traditional models often include external factors such as pay or the workplace as key motivators of indulgence. The significance of internal benefits such as fulfilling work and recognition means that the public institutions are supposed to abandon a purely transaction management approach (Osborne et al., 2012) and seek a person-oriented and developmental approach. This is a more significant trend of people-driven management throughout an organization in the realm of public services (Radu, 2023), where the sense of identity and purpose is one of the most important dimensions of labor happiness. Moreover, the clear relationship between performance and intrinsic motivation is a very important lesson for HR directors (Zhenjing et al., 2022), as performance is not fabricated through improvements in working conditions or administrative manipulation. Instead, Naz et al. (2020) stated that creating a workplace environment that appreciates success and promotes autonomy may yield improved results. The relationship indicated between supervision and performance, with an unexpected negative association, is a warning that supervisory processes must be redesigned to shift from authoritative to enabling assistance (Gojar et al., 2025). Basically, this compels LGUs to rethink the role of supervisors, not as controllers but as developers and partners.

Based on these findings, all three null hypotheses are rejected. This overall rejection implies that both motivation and job satisfaction significantly contribute to employee performance in the LGU context. In particular, intrinsic motivators and specific components of job satisfaction must be given greater emphasis to enhance employee outcomes. These findings suggest that LGUs may adopt a more developmental and employee-centered approach to workforce management, focusing not just on external rewards but on building meaningful, supportive, and empowering work environments.

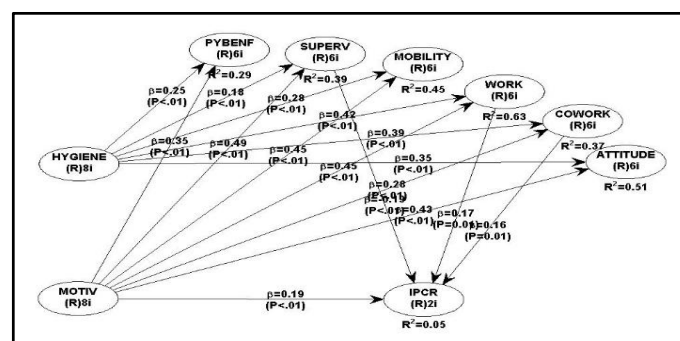


Figure 3. Emerging Model

Four links in the structural model were found to be not significant; thus, an emerging model is generated. This new model, as displayed in Figure 3, reflects only the significant links between the exogenous variables and the endogenous variable. In support of the hypothesis test results, the standardized path estimates, effect sizes, and standard errors are presented in Table 8. It can be noted that the beta coefficients for the correlation between hygiene and motivational factors and job satisfaction remained the same as in the structural model, supported by

p -values generally less than 0.001, suggesting a highly significant effect on job satisfaction. Thus, the null hypothesis (Ho1) stating that motivation has no significant effect on job satisfaction was rejected. This supports Shaikh et al.'s (2019) assertion that both hygiene and motivator factors shape the overall employee experience and influence workplace strategies. In addition, Ekundayo & Babalola (2018) emphasized that motivation positively correlates with employee performance and organizational success.

However, the non-significant paths between hygiene factors and performance and between certain job satisfaction components (such as pay and benefits and mobility) and performance imply that not all variables directly impact employee performance. Therefore, Ho2 and Ho3 were partially rejected, confirming that only specific dimensions—like supervision, the work itself, and co-worker relations—have a measurable effect. This aligns with the claim of Zhenjing et al. (2022) that performance is better enhanced by intrinsic motivators, and with Gojar et al. (2025), who warned that outdated supervisory styles may hinder performance and should be redesigned to foster enabling support instead of authority-based control.

Table 8
Standardized Estimates of the Path in the Emerging Model

Hypothesis	Standardized Estimates (β)	Standard Error	p -value*	Effect Coefficient**	Effect Size
Ho1: Motivation→Job Satisfaction					
HYGIENE→PYBENF	0.246	0.071	<0.001	0.115	Small
HYGIENE→SUPERV	0.179	0.072	0.007	0.090	Small
HYGIENE→MOBILITY	0.284	0.070	<0.001	0.164	Medium
HYGIENE→WORK	0.422	0.068	<0.001	0.303	Large
HYGIENE→COWORK	0.391	0.069	<0.001	0.222	Medium
HYGIENE→ATTITUDE	0.351	0.069	<0.001	0.224	Medium
MOTIV→PYBENF	0.349	0.069	<0.001	0.176	Medium
MOTIV→SUPERV	0.490	0.067	<0.001	0.298	Large
MOTIV→MOBILITY	0.452	0.068	<0.001	0.288	Large
MOTIV→WORK	0.445	0.068	<0.001	0.323	Large
MOTIV→COWORK	0.284	0.070	<0.001	0.150	Medium
MOTIV→ATTITUDE	0.430	0.068	<0.001	0.286	Large
Ho2: Motivation→Performance					
MOTIV→IPCR	0.187	0.072	0.005	0.039	Small
Ho3: Job Satisfaction→Performance					
SUPERV→IPCR	-0.191	0.072	0.004	0.042	Small
WORK→IPCR	0.167	0.072	0.011	0.024	Small
COWORK→IPCR	0.164	0.072	0.012	0.031	Small

** *Effect size coefficient: 0.02 – small, 0.15 – medium, 0.30 – large*

The standardized estimates of the path Motivation→Job Satisfaction in the emerging model range from 0.179 to 0.490. These values favor rejecting the first null hypothesis of no significant relationship between the extent of motivation and the level of job satisfaction among LGU employees. This finding indicates that both hygiene and motivational factors contribute, with small to large effects (0.090 to 0.323) on job satisfaction. The significance level reached $p < 0.001$, indicating a strong, significant relationship between the variables mentioned above. Moreover, standard error values of 0.067 to 0.072 are negligible, indicating the accuracy of the samples in relation to the conclusions drawn about the overall employee population. In the second hypothesis, the emerging model showed that only motivational factors had a significant effect on employees' performance, as reflected in their IPCR rating. The effect coefficient yielded a small value of 0.039, with a corresponding standard error of 0.072.

Given that job satisfaction is correlated with performance, the results reveal that the IPCR rating is significantly affected by the indicators, namely supervision (0.042), the work itself (0.024), and co-workers (0.031). Moreover, numerous factors that extend beyond the immediate satisfaction of an employee influence an individual's performance through formal evaluation systems. These include a person's intrinsic skills (Aljumah, 2023), acquired skills (Lorenzo & Garnace, 2023), assets, and training efficiency, as well as the requirements of the role and the organization-wide culture.

Table 9

Proposed Development Program to Improve the Performance of the LGU Employees in San Jose, Occidental Mindoro

Program Component	Objective	Strategies/ Activities	Timeline	Personnel Responsible	Success Indicator	Estimated Budget
1. Motivation Assessment and Profiling	To identify individual motivational drivers among employees	Conduct motivation surveys and one-on-one interviews by department or functional cluster.	Q3 2025	HR Officer, Department Heads	100% of employees profiled; results used in planning	₱50,000
2. Job Satisfaction Focus Workshops	To deepen awareness of job satisfaction determinants and enhance engagement	Organize small-group learning sessions and reflections per cluster/office.	Q3–Q4 2025	HR Division, External Facilitator	80% of participants show increased satisfaction in post-evaluation	₱120,000
3. Career Growth Pathways Program	To address concerns on career advancement opportunities	Develop and disseminate department-specific career progression maps; align with CSC standards.	Q4 2025 – Q1 2026	HR Office, Department Heads, with CSC advisory input	At least 1 documented and CSC-aligned career path per job category	₱25,000
4. Compensation and Benefits Review	To enhance employee satisfaction through fair compensation	Benchmark against other LGUs, conduct an internal policy review, and submit a proposal for centralized adjustment.	Q4 2025	Budget Office, HR, Mayor's Office	Proposal submitted to the Sanggunian	₱30,000
5. Recognition and Rewards System	To reinforce desirable performance through positive reinforcement	Launch LGU-wide quarterly recognition program and develop standard criteria for all departments.	Q3 2025	HR, Admin Office	Recognition program implemented with at least 1 quarterly awarding	₱100,000/year
6. Performance Criteria Revision	To upgrade standards and ensure fair evaluation	Form committee to consult per department/cluster and revise performance evaluation tools accordingly.	Q3–Q4 2025	HR, Department Heads	New criteria applied in next appraisal cycle	₱40,000
7. Leadership and Supervisory Skills Training	To enhance supervision and boost staff motivation	Conduct clustered training sessions on leadership, coaching, and communication skills.	Q4 2025 – Q1 2026	HR, External Trainer	90% of trainees report improved leadership application	₱150,000
8. Mentorship and Coaching Program	To guide employees toward outstanding performance	Assign mentors and conduct orientation per department or office, with progress tracked quarterly.	Start Q1 2026	Department Heads, HR	One mentor assigned per 5 employees	₱50,000
9. Employee Development & Training Plan (EDTP)	To implement targeted skills and knowledge training	Conduct Training Needs Analysis by department, prepare annual calendar, and coordinate with training institutions.	Annual, starting 2026	HR, Training Committee	80% of employees completed at least 1 relevant training per year	₱250,000/year
10. Research Study on Motivation Factors	To inform future HR programs by studying intrinsic vs. extrinsic motivators	Design and implement a motivation study using surveys administered by department or cluster; analysis for LGU-wide planning.	Q2 2026	HR, Research Office, Academic Partner	Research results presented and integrated into HR plan	₱25,000

A cluster-based implementation was recommended to improve feasibility, ensure department-specific relevance, and ease coordination among over 400 permanent employees. Programs requiring policy standardization (e.g., Compensation Review, Recognition) will be implemented LGU-wide. Employee motivation is a vital element of workplace success and is deeply rooted in understanding individual needs and internal drivers. Ferrell (2019) and PNU (2013) described motivation as an internal state that energizes and directs behavior. To effectively enhance motivation, Herzberg's Two-Factor Theory recommends first addressing hygiene factors before introducing motivators such as achievement and recognition (Lussier, 2021). The proposed Motivation Assessment and Profiling Program directly aligns with this principle by identifying what uniquely drives each employee. Through surveys and interviews, the program addresses the motivational diversity among employees,

reflecting the need-based framework of Maslow, McClelland, and Herzberg (Lussier, 2021; Lunenburg & Ornstein, 2019).

Understanding the determinants of job satisfaction is essential for ensuring employee retention and organizational effectiveness. Robbins and Judge (2022) emphasize that individuals with higher job satisfaction tend to perform better, and Baxi and Atre (2024) stress that satisfaction is shaped by how well one's job aligns with personal expectations and values. The Job Satisfaction Focus Workshops aim to increase awareness and engagement through reflections and discussions, which is supported by the view that job satisfaction affects not only productivity but also emotional well-being and organizational loyalty (Lee et al., 2022; Karacsony et al., 2025).

The need for clear career progression opportunities is well supported in the literature on growth and upward mobility. Rawahi (2020) and Gazi et al. (2024) noted that professional stagnation erodes morale, while Lumbao and Ferraren (2023) found that clearly defined career paths increase engagement and motivation. The Career Growth Pathways Program addresses these findings by developing career maps to guide employees, especially those in job-order or contractual roles, which are often excluded from promotion opportunities (Estrella-Santos & Tuala, 2024). While the program will be led by the LGU's Human Resource Office and department heads, consultation with the Civil Service Commission (CSC) Field Office will ensure that proposed career pathways are consistent with existing civil service policies and qualification standards, particularly when it comes to eligibility, position reclassification, and career movement within the plantilla system. To sustain skills improvement, the Employee Development and Training Plan (EDTP) ensures that employees receive regular and relevant training. Akpalu and Markom (2022) and Mendoza and Bautista (2022) concluded that training enables public servants to adopt innovations and improve public service delivery. Boongaling et al. (2020) further highlighted that training promotes better customer service, accountability, and ethical practice among LGU staff. Lastly, the proposed Research Study on Motivation Factors is grounded in the ongoing need to differentiate the degree to which intrinsic and extrinsic motivators function effectively. Ekundayo and Babalola (2018) confirmed that motivation directly correlates with improved performance, and Gealon et al. (2021) found that intrinsic motivation drives public sector employees more than external rewards. Cruz (2019) emphasized that success and power are strong motivators in government work. Conducting a comparative study will help refine and tailor future HR policies for greater organizational impact.

4. Conclusions

The study revealed that the motivation of LGU employees stems from both intrinsic and extrinsic factors, with heads of offices expected to focus on understanding employees' needs to better sustain performance. Job satisfaction was found to be determined by six major factors—pay and benefits, supervision, growth and upward mobility, the work itself, co-workers, and attitude toward work—which varied in importance depending on individual employees. Results further showed that hygiene factors such as compensation, job security, and working conditions significantly reduced dissatisfaction and maintained a stable environment, while motivational factors including recognition, achievement, responsibility, and growth opportunities greatly enhanced enthusiasm, engagement, and commitment. Employees also reported high to very high levels of job satisfaction across different dimensions, highlighting the strong influence of supervision, meaningful work, teamwork, and positive attitudes toward tasks. Performance in the two terms of 2024 remained consistently high, with slight improvement, reflecting a steady and productive workforce. Moreover, significant relationships were established between motivation, job satisfaction, and employee performance. However, results suggest that satisfaction and motivation alone may not fully guarantee exceptional outcomes, as other factors may also influence performance. Finally, the proposed development program for LGU employees of San Jose, Occidental Mindoro, if effectively implemented, is expected to further enhance employee capabilities, improve job satisfaction, and increase the number of employees achieving outstanding performance ratings.

Recommendations - Based on the findings and conclusions, several recommendations are put forward to

further improve the motivation, job satisfaction, and performance of LGU employees in San Jose, Occidental Mindoro. Department heads are encouraged to conduct regular assessments or surveys to identify employees' unique motivational drivers, enabling them to adopt tailored management approaches. Likewise, HR personnel are advised to allocate resources to the six identified determinants of job satisfaction while also exploring other potential long-term factors. While hygiene factors such as compensation, job security, and working conditions are already well managed, the LGU is recommended to place greater emphasis on intrinsic motivators, such as recognition, achievement, and responsibility, to foster deeper employee engagement. In support of this, the HR and Budget Offices may review compensation and career development structures in alignment with national guidelines and organizational capacity, ensuring the establishment of competency-based training, promotion systems, and career pathways. To sustain high levels of employee performance, the LGU may continue to monitor productivity, provide timely feedback, and use performance data to guide further improvements. Establishing a formal recognition and reward system in coordination with department heads and the Office of the Mayor is also recommended to consistently reinforce desirable behaviors and performance excellence across departments.

Furthermore, enhancing the existing performance appraisal system in compliance with Civil Service Commission guidelines would ensure that it remains fair, challenging, and aligned with organizational goals, while integrating developmental feedback to support employees' growth from satisfactory to outstanding performance. A differentiated rewards strategy may also be designed to recognize outstanding employees, thereby motivating others and cultivating a culture of excellence. The Human Resource Management Office is further encouraged to implement the proposed employee development program in phases, monitor its effectiveness, and make necessary adjustments based on feedback to ensure its long-term impact on performance. Lastly, future researchers are advised to conduct comparative studies on the influence of intrinsic versus extrinsic motivation on employee satisfaction and performance, which could provide deeper insights into how recognition, purpose, salary, and benefits shape high-level performance and inform more targeted HR interventions in the LGU context.

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