



# The Impact of Career Pathing Practices on Job Satisfaction of Employees at BIR Document Processing Division in RR4 - PAMPANGA

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## Abstract

This research investigates the impact of career pathing on job satisfaction among employees of the Bureau of Internal Revenue (BIR) Document Processing Division in RR4, Pampanga. Career pathing is a strategic framework designed to outline clear advancement trajectories and to align skill development opportunities with promotions. This study uses a descriptive correlational design, incorporating a survey of 73 employees to assess the level of career pathing implementation and its relationship with job satisfaction. Data were analyzed using statistical methods to determine the strength of the correlation between career pathing practices and job satisfaction. Findings suggest that job promotions play a significant role in enhancing motivation and commitment, supporting the existing literature that shows a positive correlation between perceived advancement opportunities and job satisfaction. In the context of the Philippines, perceptions of career pathing are pivotal to job satisfaction because they influence workplace relationships and organizational culture. However, bureaucratic structures in government agencies can hinder career progression, leading to low employee morale and productivity. This research provides insights into the effectiveness of promotion criteria and transparency in BIR career pathing practices. The findings are expected to offer recommendations that enhance employee satisfaction and improve organizational stability. By contributing to the understanding of how career pathing can be optimized, this study seeks to help public sector organizations better meet their employees' career aspirations.

**Keywords:** *Career Pathing; Job Satisfaction; Job Promotion; Work Environment; Job Role*

## INTRODUCTION

In the modern workforce, career pathing has emerged as a crucial strategic framework that organizations utilize to outline clear advancement opportunities for their employees. This practice not only connects skill development opportunities with promotions but also plays an important role in enhancing job satisfaction among employees. The Bureau of Internal Revenue (BIR) Document Processing Division in RR4 in Pampanga serves as a focal point for examining the intricate relationship between career pathing practices and employee job satisfaction. Previous research has established that effective career pathing can significantly influence employee motivation and commitment by fostering a work environment that promotes both individual and organizational growth (Bajang et al., 2023; Mesfin et al., 2023).

In the Philippine context, the idea of promotion is especially vital because it is associated with workplace relationships and the broader organizational culture (Abun et al., 2023; Nitafan & Camay, 2020). However, the bureaucratic nature of government agencies often presents challenges to effective career progression, which can lead to weakened employee morale and productivity (Perry & Hondeghem, 2008; Wright, 2001).

Job promotion within an organization and employee satisfaction are important factors in the effectiveness of government organizations' operations and the provision of public services. Promotions in the public sector not only impact individual career trajectories but also affect organizational culture and performance. The relationship between job promotions and employee



job satisfaction has been extensively researched, revealing that promotions significantly influence employee motivation and commitment to their organizations. Global studies indicate that promotions often enhance job satisfaction by recognizing employees' efforts and contributions. A previous study showed that employees who perceive opportunities for job advancement are more likely to report higher levels of job satisfaction (Mesfin et al., 2023). Job promotion contributes to increased job satisfaction, which helps employees perform their duties effectively (Bajang et al., 2023). Furthermore, organizations that provide clear pathways for career advancement and professional development opportunities typically result in higher job satisfaction levels among their employees because these practices reinforce a higher sense of value within the organization.

In the Philippines, employees' perceptions about job promotion are a key factor in their job satisfaction (Nitaflan & Camay, 2020). Promotion is not just about career advancement in terms of position and salary; it also relates to how employees perceive their workplace relationships. Higher job satisfaction can also be achieved by promoting a positive workplace environment (Abun et al., 2023). Additionally, subjective performance evaluations and a lack of transparency in promotion criteria can undermine trust in the system and contribute to lower job satisfaction (Hur, 2024; Wright, 2001). These challenges may have larger implications, such as decreased employee morale, decreased productivity, and reduced quality of services.

This study aims to explore the implementation of career pathing practices within the BIR and their impact on job satisfaction, with a focus on identifying the effectiveness of promotion criteria and the transparency of the career advancement process. By examining these factors, this study seeks to contribute valuable insights that could inform strategies for improving employee satisfaction and fostering a more stable organizational environment.

## LITERATURE REVIEW

In alignment with the objectives of this study, a thorough review of relevant literature was conducted to deepen the understanding of key concepts related to career pathing, job satisfaction, and organizational factors affecting employee engagement and retention. The findings highlight the importance of structured career development and its influence on employee motivation, satisfaction, and overall job performance, particularly within the context of the Bureau of Internal Revenue (BIR).

### Career Pathing in Organizations

Career pathing practices, which involve structured career development and progression strategies within organizations, have been shown to significantly influence employee job satisfaction. Research indicates that employees who perceive clear opportunities for career advancement and skill development tend to exhibit higher job satisfaction. For instance, Li et al. (2023) found that career maturity is positively correlated with job satisfaction, with job crafting serving as a mediating factor. Similarly, Udayar et al. (2024) demonstrated that promotions can have complex effects on employee happiness and work stress, suggesting that career progression must be carefully managed to foster career sustainability. Furthermore, Jia-jun and Hua-ming (2022) highlighted that career growth positively impacts employee engagement, with affective commitment playing a mediating role, underscoring the importance of perceived organizational support in enhancing job satisfaction.

The role of job crafting in enhancing person-job fit and job satisfaction is also emphasized. Li et al. (2023) reported that different forms of job crafting are positively related to job satisfaction, with person-job fit acting as a mediator. Additionally, Inegbedion (2024) found that work-life balance significantly influences job satisfaction, which in turn affects employee commitment, highlighting the need for organizations to consider employees' personal lives in career

development practices. [Zhang et al. \(2021\)](#) explored the relationship between job embeddedness and job satisfaction, identifying job crafting as a mediator and goal-striving orientations as moderators, suggesting that employees who are deeply embedded in their jobs can enhance their satisfaction through proactive job crafting behaviors.

In the context of public sector organizations like the Bureau of Internal Revenue (BIR), effective career pathing practices can lead to improved job satisfaction among employees. By providing clear career progression opportunities, supporting skill development, and acknowledging the importance of work-life balance, organizations can enhance employee engagement and commitment, ultimately leading to better organizational performance.

### **Impact of Career Pathing on Job Satisfaction**

The relationship between career pathing and job satisfaction is a significant focus in organizational studies. A study by [Aguenza and Ingles \(2024\)](#) emphasizes the significance of aligning employability skills with industry requirements, suggesting that tailored career development initiatives can lead to higher job satisfaction among graduates entering the workforce. Furthermore, [Prabowo and Anggoro \(2024\)](#) highlighted the effectiveness of performance evaluations in improving corporate sustainability, indicating that clear career progression pathways contribute to employee contentment and organizational success. [Hermawan \(2024\)](#) discussed the role of the community in developing creative tourism initiatives, implying that supportive career environments foster employee satisfaction. Additionally, [Gunawan et al. \(2024\)](#) explored how the banking sector's implementation of technology supports sustainable development goals, underscoring the importance of innovation in career advancement opportunities. [Mailani et al. \(2024\)](#) provided a systematic literature review on achieving sustainable competitive advantage through resource-based view theory, reinforcing the idea that strategic career pathing is essential for employee satisfaction and organizational competitiveness. However, research on how BIR employees perceive career pathing in relation to job satisfaction is limited, particularly regarding promotion. Many public organizations, including the BIR, face challenges in offering clear, achievable promotion opportunities. This often results in employees feeling disengaged or dissatisfied with their career progression ([Brewster et al., 2016](#)).

### **RESEARCH METHOD**

This study adopted a descriptive correlational design ([Creswell, 2018](#)), a non-experimental approach aimed at exploring the relationships between career pathing practices and employee job satisfaction. Descriptive research allowed us to examine the current state of career pathing practices and the level of job satisfaction among Bureau of Internal Revenue (BIR) Document Processing Division employees, providing an overview of the variables of interest. The correlational design investigated the potential relationship between these two variables, focusing on the direction and strength of the association between career pathing practices and employee job satisfaction. However, this design did not attempt to establish causality but merely observed natural relationships between the two variables.

The study considered a target sample size of 73 employees from the overall population of 150 employees from the BIR Document Processing Division in RR4–Pampanga, Philippines to participate in the study. The respondents were chosen to represent a cross-section of the workforce within the department, ensuring diverse perspectives regarding career pathing practices and job satisfaction levels.

A stratified random sampling method was employed as emphasized by [Taherdoost \(2016\)](#) emphasized, to ensure the representation of various departments and positions within the Document Processing Division. This method divides the population into distinct subgroups (strata),

such as job titles and length of service, and ensures that each subgroup is represented adequately in the sample. The questionnaire was validated by three Human Resource professionals who are experts in career pathing and personnel management. Their suggestions were considered when finalizing the questionnaire. The questionnaire was then pilot tested with a group of 15 employees to establish an acceptable Cronbach's alpha. The distribution and collection of data from the respondents were conducted using a Google form.

Data were collected using a structured survey designed to measure the variables of interest: career pathing practices and job satisfaction. The career pathing practices section assessed factors such as the clarity of promotion criteria, transparency in advancement opportunities, and the alignment of skill development with career progression as mentioned by [Bersin \(2014\)](#). The job satisfaction section evaluated various aspects of job satisfaction, including intrinsic motivation, job fulfillment, and perceptions of organizational support ([Noe et al., 2017](#); [Greenberg, 2010](#)).

Both sections of the instrument used a Likert scale format, ranging from "Strongly Agree" to "Strongly Disagree," to gauge participants' opinions or level of agreement to the indicators utilized in the study to assess the level of implementation (not implemented to highly implemented) and job satisfaction (dissatisfied to highly satisfied).

### **Ethical Considerations**

Ethical guidelines were followed throughout the study, ensuring that participants' anonymity and confidentiality were maintained. Participation was voluntary, and all respondents were informed of the study's purpose and their right to withdraw at any point without consequence. Consent was obtained before data collection, and the results were used solely for academic purposes.

### **Data Analysis**

The data analysis in the study was specifically designed to answer the unique goals of each table presented, which corresponded to different aspects of the research problem guided by the principles of [Creswell \(2018\)](#).

#### **1. To describe the demographic profile of the respondents**

To describe the demographic profile of the respondents, descriptive statistics were employed. Specifically, frequencies (f) and percentages (%) were calculated to present the distribution of respondents across various demographic categories. These categories included age, gender, educational attainment, and years of service at the BIR.

#### **2. To determine the level of career pathing practice in terms of job role and work environment.**

This study sought to determine the level of career pathing practice, specifically in terms of job role and work environment. A Likert scale was used to assess respondents' perceptions of the implementation of career pathing practices in these areas.

#### **3. To determine BIR employees' job satisfaction levels**

The level of job satisfaction among BIR employees was assessed using a Likert scale. The respondents' satisfaction was measured across multiple aspects of their job, including their interactions with colleagues, work-life balance, job stress, and overall job satisfaction.

#### **4. To determine the significant relationship between the implementation of career pathing practices and job satisfaction.**

To determine the relationship between career pathing practices and job satisfaction,

Pearson's correlation coefficient (r-value) was calculated. This statistical test was used to measure the strength and direction of the relationship between the implementation of career pathing practices and job satisfaction.

## FINDINGS AND DISCUSSION

### The profile of the Respondents

Table 1 presents a demographic overview of respondents from the Bureau of Internal Revenue (BIR) Document Processing Division in RR4–Pampanga. The profile includes respondents' age, gender, marital status, educational level, and years of service with the BIR.

**Table 1.** Demographic Profile of the Respondents in terms of Age, Gender, Marital Status, Educational Level, and Years of Service

Demographic Profile	f	%
<b>Age</b>		
Under 25	3	4.1%
25-34	25	34.2%
35-44	23	31.5%
45-54	17	23.3%
55 and above	5	6.8%
<b>Gender</b>		
Male	19	26.0%
Female	54	74.0%
<b>Marital Status</b>		
Single	28	38.4%
Married	39	53.4%
Separated/Divorced	4	5.5%
Widowed	2	2.7%
<b>Educational Level</b>		
Associate Degree	2	2.7%
Bachelor's Degree	59	80.8%
Master's Degree	12	16.4%
<b>Years of Service with the BIR</b>		
Less than 1 year	6	8.2%
1-3 years	16	21.9%
4-6 years	16	21.9%
7-10 years	19	26.0%
More than 10 years	16	21.9%
Total	<b>73</b>	

The majority of respondents (34.2%) were within the 25-34 age range, followed by those in the 35-44 range. A small proportion (4.1%) are under 25 years old. This demographic skews individuals from early to midcareer stages. According to the Two-Factor Theory of [Herzberg et al. \(1959\)](#), employees in this age range may seek career development opportunities, such as promotion and skill growth, as key motivators. The findings indicate that this age group values career pathing because it offers opportunities for advancement and professional growth. Furthermore, younger employees may face challenges in navigating bureaucratic structures that could hinder their career progression, leading to potential dissatisfaction.

Females constitute 74% of the workforce, while males comprise 26%. This significant gender imbalance may reflect broader societal trends or specific organizational roles that attract more female employees. According to the Genderlect Theory of [Tannen \(1990\)](#), workplace dynamics can vary significantly based on gender, with women often valuing clear communication, support, and

professional recognition. The overrepresentation of females may suggest that the BIR's career pathing practices should be tailored to meet the specific needs of female employees, such as transparent promotion processes and policies that support work-life balance, which are often identified as key contributors to job satisfaction.

The majority (53.4%) of respondents were married, while only 2.7% were widowed. The significant proportion of married employees indicates that many are balancing family and professional commitments. Work-life balance theories, such as [Greenhaus and Allen \(2011\)](#) work-life integration framework, suggest that career pathing can significantly impact job satisfaction for employees managing both personal and professional responsibilities. Married employees may place a higher value on job stability and clear advancement paths that support their work-life balance, suggesting the importance of incorporating these factors into career pathing practices.

The workforce is highly educated, with 80.8% of respondents having a bachelor's degree and 16.4% having a master's degree. Only 2.7% of students possess an associate degree. Human Capital Theory ([Becker, 1964](#)) proposes that higher education correlates with greater investment in skills development and career progression. The significant number of employees with higher educational qualifications indicates that a workforce likely expects and values career development opportunities. Employees with advanced degrees may feel more strongly about career-pathing practices, expecting clear opportunities for growth that match their qualifications. This expectation aligns with [Mesfin et al. \(2023\)](#), who concluded that educational attainment is positively correlated with job satisfaction when employees perceive opportunities for advancement.

A considerable portion of the respondents (26%) have been with the BIR for 7-10 years, while 21.9% have been employed for more than 10 years. This indicates that many employees have significant work experience within an organization. According to Social Exchange Theory ([Blau, 1964](#)), employees with long tenures are likely to feel more committed to their organization and may place greater importance on career pathing because it reflects their ongoing investment in the organization. This long tenure could also indicate satisfaction with the organization's policies, including career progression opportunities. However, the small percentage (8.2%) with less than a year of service may suggest challenges in attracting or retaining new talent, which could be related to perceived barriers in the career pathing system, particularly in government institutions.

The demographic profile of the respondents revealed important insights into the relationship between career pathing practices and job satisfaction. First, the high educational qualifications and long tenure of employees indicate that they value career development opportunities. Previous studies, such as [Mesfin et al. \(2023\)](#) and [Bajang et al. \(2023\)](#), have supported the idea that employees with higher educational attainment are more likely to be satisfied with career progression if transparent and structured career pathing practices are in place. The findings suggest that the BIR's employees, especially those in the 25-34 age range, would benefit from clear and accessible career paths that align with their career goals and professional aspirations.

Additionally, the gender imbalance observed in the BIR's workforce suggests that career pathing initiatives should be tailored to address the unique needs of female employees. Providing supportive career development opportunities, such as mentorship programs and flexible promotion criteria, can enhance job satisfaction among female employees and reduce gender disparities in career advancement.

The significant number of long-term, tenured employees (more than 7 years of service) suggests that career pathing may play a crucial role in maintaining job satisfaction over time. According to Social Exchange Theory ([Blau, 1964](#)), employees who have invested significant time in an organization are more likely to expect a return in the form of career advancement opportunities. The BIR should focus on ensuring that these employees feel valued through structured career development programs that align with their long-term career goals.



Table 2 provides a detailed analysis of the job promotion history of the respondents within the BIR Document Processing Division in Revenue Region 4, Pampanga, Philippines. The promotion status, the number of times promoted, and the length of time spent in previous positions reveal significant trends regarding career progression and job satisfaction among employees.

**Table 2.** Job Promotion History of Respondents

Promotion History	f	%
<b>Promoted in the past 3 years</b>		
Yes	41	56.2%
No	32	43.8%
<b>Number of Times Promoted</b>		
None	32	43.8%
Once	33	45.2%
Twice	8	11.0%
<b>Number of years in previous position</b>		
New	11	15.1%
Less than 1 year	2	2.7%
1-2 years	20	27.4%
3-4 years	24	32.9%
5 years or more	16	21.9%
Total	<b>73</b>	

The majority of the respondents (56.2%) reported receiving a promotion within the last three years, indicating a relatively active promotion process within the organization. However, it is noteworthy that 43.8% of the respondents did not receive a promotion during this period, suggesting that nearly half of the employees did not enjoy the benefits of career advancement in recent years. This finding aligns with previous research showing that career progression is often linked to higher job satisfaction (Mesfin et al., 2023; Bajang et al., 2023). The lack of promotion for a significant portion of employees could contribute to job dissatisfaction and potential feelings of stagnation, as employees may perceive the lack of career advancement opportunities as a barrier to their professional growth. These results are particularly relevant in the context of public sector organizations, where employee motivation for career advancement may differ from that in the private sector because of various structural and bureaucratic constraints.

In terms of the number of promotions, the data reveal that 45.2% of respondents were promoted once, which represents the highest percentage, while 11.0% were promoted twice. Notably, 43.8% of the employees did not receive a promotion. These findings suggest that promotions are not frequent and tend to occur at a moderate pace for most employees. This aligns with the concept of "promotion inertia" observed in bureaucratic organizations, where advancement is often slow and rigid due to hierarchical structures (Perry & Hondeghem, 2008). Additionally, the small percentage of employees who have received multiple promotions (11.0%) could indicate that opportunities for rapid career progression are limited, contributing to employee dissatisfaction or a lack of motivation among those seeking faster career advancement.

Regarding the number of years employees have spent in their previous position, the largest group (32.9%) reported staying in the same role for 3-4 years before being promoted, while the smallest group (2.7%) remained in their role for less than one year. This suggests that career progression within the BIR Document Processing Division is relatively steady, with employees typically spending a few years in each position before moving up. The fact that most employees spend around 3-4 years in a given role before promotion suggests that the career pathing system is not designed for rapid upward mobility but instead follows a more moderate, measured pace. This moderate pace may be a double-edged sword: while it provides job stability and reduces turnover,

it may also lead to a sense of stagnation for those who are eager for faster career progression ([Abun et al., 2023](#)).

The key findings from the promotion history data suggest that although the BIR Document Processing Division has an active promotion process, nearly half of its employees experience stagnation, as evidenced by the significant proportion of employees who have not been promoted in recent years. Furthermore, the frequency and timing of promotions reveal that most employees receive only one promotion within a few years, and promotions are not as rapid or frequent as they might be in other sectors. These findings highlight a potential issue within the organization's career pathing structure that could impact job satisfaction, employee motivation, and overall organizational performance.

From a theoretical perspective, Two-Factor Theory of [Herzberg \(1959\)](#) is relevant for understanding the role of career advancement in job satisfaction. According to Herzberg, promotions are considered a "motivator" factor, which can lead to greater job satisfaction when present. However, the lack of career advancement opportunities can lead to dissatisfaction, as employees may perceive the organization as not valuing their contributions or supporting their growth. Therefore, the slow rate of promotion within the BIR Document Processing Division could lead to decreased motivation, particularly for employees who have been in the same position for an extended period.

Given these findings, future research should explore the specific factors that influence promotion decisions within the BIR, including the role of leadership, performance evaluations, and organizational structure. Additionally, further studies should investigate how the perceived lack of career advancement opportunities impacts employee morale and overall job satisfaction. It would also be valuable to explore how the BIR's promotion practices compare with those of other public sector organizations to identify best practices for enhancing career pathing and improving employee satisfaction and retention. Lastly, the implementation of mentorship or coaching programs could be investigated as a potential strategy to support employees in their career development and help them navigate the promotion process more effectively.

### **The career pathing practices of the Bureau of Internal Revenue**

Table 3 presents an evaluation of the career pathing practices of the Bureau of Internal Revenue (BIR), specifically in relation to five key indicators that assess employees' perceptions regarding their career development opportunities. The results are presented on a scale ranging from "Not Implemented" to "Highly Implemented," with a composite mean score summarizing the overall perceptions of the respondents.

The composite mean score of 3.29 suggests that respondents perceived career pathing practices as highly implemented. This indicates that employees in the BIR Document Processing Division largely recognize the availability of career development opportunities and support structures that contribute to professional growth. These results align with prior studies that emphasize the importance of clear career paths and support structures to enhance employee satisfaction and motivation ([Bajang et al., 2023](#)). The positive perception of career pathing practices within the BIR suggests that employees feel they are being equipped with the necessary resources and opportunities to advance within the organization.

Among the five indicators assessed, Indicator 4, "I believe that promotion will contribute positively to my long-term career growth," received the highest mean score of 3.42, categorized as Highly Implemented. This finding reflects a strong belief among employees that promotions within the BIR contribute significantly to their long-term career advancement. Approximately 60% of respondents marked this indicator as Highly Implemented, suggesting that employees are optimistic about their growth prospects within the organization. This optimism is crucial for



employee motivation because it indicates that employees see a clear pathway to career growth, which can foster commitment to the organization and enhance job satisfaction (Mesfin et al., 2023).

**Table 3.** Level of Career Pathing Practice in terms of Job Role

Indicators	Not Implemented		Moderately Implemented		Implemented		Highly Implemented		Mean	VI
1. I feel confident in taking on the increased responsibilities associated with promotion.	6	8%	5	7%	27	37%	35	48%	3.25	HI
2. I possess the necessary skills to succeed in the new role.	6	8%	1	1%	23	32%	43	59%	3.41	HI
3. I am prepared to lead a team or project if promoted.	7	10%	7	10%	24	33%	34	47%	3.18	I
4. I believe that promotion will contribute positively to my long-term career growth.	6	8%	1	1%	22	30%	44	60%	3.42	HI
5. I feel that my current performance has been recognized as suitable for promotion	6	8%	7	10%	28	38%	32	44%	3.18	I
Composite Mean									3.29	HI
Legend: 1 to 1.74 = Not Implemented      2.50 to 3.24 = Implemented 1.75 to 2.49 = Moderately Implemented      3.25 to 4.0 = Highly Implemented										

In contrast, indicators 3 and 5 received the lowest mean scores, both at 3.18, indicating that these areas were perceived as Implemented but not to the same degree as the others. Indicator 3, “I am prepared to lead a team or project if promoted,” received the lowest score, with 10% of respondents marking it as Not Implemented, indicating that some employees feel unprepared for leadership roles despite the possibility of promotion. This suggests a gap in leadership development and readiness among employees, which could hinder career progression and employee satisfaction because individuals may not feel confident in their ability to take on more responsibility.

Similarly, Indicator 5, “I feel that my current performance has been recognized as suitable for promotion,” received a relatively low score, highlighting that some employees feel their performance has not been adequately acknowledged or rewarded for advancement. These findings suggest that although employees generally believe in the possibility of promotion, there are concerns about the transparency and fairness of performance recognition processes. This aligns with Wright (2001), who highlighted that the lack of clear recognition of performance can negatively impact employee morale and satisfaction, especially when individuals perceive that their efforts are not adequately acknowledged.

The overall Highly Implemented rating of career pathing practices indicates a positive work environment where most employees perceive ample opportunities for professional growth. However, the relatively lower ratings on leadership readiness and performance recognition point to specific areas for improvement. To further enhance career pathing practices, the BIR should provide leadership training to employees. This approach could address the concern regarding leadership preparedness and help employees feel more confident in their ability to take on higher-level roles.

In addition, the BIR can improve the transparency and consistency of performance recognition processes. Clear criteria for performance evaluation and promotion would help employees feel that their efforts are valued and that they have a fair chance of being promoted. Such measures could increase employee retention, improve morale, and create a more robust

organizational climate conducive to growth and expansion.

In the study by [Pembi et al. \(2023\)](#) indicated that human capital variables like training, skills developments, knowledge management, motivation, work experience, and quality of education lead to human capital effectiveness and have significant effect on firm performance.

**Table 4.** Level of Career Pathing Practices in terms of Work Environment

Indicators	Not Implemented		Moderately Implemented		Implemented		Highly Implemented		Mean	VI
1. The Bureau culture encourages my professional growth.	8	11%	14	19%	35	48%	16	22%	2.81	I
2. I have positive working relationships with my colleagues.	3	4%	10	14%	26	36%	34	47%	3.25	HI
3. I feel supported by my colleagues in my professional development.	3	4%	15	21%	30	42%	24	33%	3.04	I
4. I can maintain a healthy work-life balance if promoted.	8	11%	5	7%	28	38%	32	44%	3.15	I
5. Mentorship and support in my current role are accessible.	8	11%	14	19%	30	41%	21	29%	2.88	I
Composite Mean									3.02	I

*Legend:*  
 1 to 1.74 = Not Implemented  
 1.75 to 2.49 = Moderately Implemented  
 2.50 to 3.24 = Implemented  
 3.25 to 4.0 = Highly Implemented

Table 4 highlights the assessment of career pathing practices in the work environment of the Bureau of Internal Revenue (BIR), focusing on five key indicators. The results were evaluated on a scale ranging from "Not Implemented" to "Highly Implemented," with a composite mean score providing an overall evaluation. The composite mean of 3.02 suggests that career pathing practices related to the work environment are Implemented, indicating that although employees recognize the support and opportunities for career growth within the work environment, areas that require improvement must still be addressed to optimize the overall career development process.

Among the five indicators, Indicator 2, "I have positive working relationships with my colleagues," received the highest mean score of 3.25, which falls under the category of Highly Implemented. This result highlights the positive interpersonal relationships present within an organization, with 47% of respondents indicating that this aspect is highly implemented. Strong working relationships among colleagues are crucial for a supportive and collaborative work environment, which directly impacts career satisfaction and progression. This finding aligns with previous studies that stressed the importance of a positive work culture in enhancing employee engagement and job satisfaction ([Kosasih et al., 2024](#)). The BIR appears to have established a work environment that facilitates teamwork and cooperation, which are essential for career development and organizational success.

On the other hand, Indicator 1, "The Bureau culture encourages my professional growth," received the lowest mean score of 2.81, which is only categorized as Implemented. This suggests that although there are positive elements within the Bureau's culture, a significant number of employees do not strongly agree that the organization actively promotes professional development. In fact, 11% of respondents rated this aspect as not being implemented, indicating potential

concerns about the role of the organizational culture in fostering career growth. This finding suggests that although the BIR may have some elements of a supportive culture, employees may not perceive these elements as sufficiently strong or widespread to actively encourage and nurture their professional development. [Fathurahman \(2022\)](#) supported this view, highlighting that organizations with supportive cultures can enhance career growth opportunities by prioritizing employee development and aligning organizational practices with the needs of the workforce.

Additional indicators related to work-life balance (mean of 3.15) and access to mentorship (mean of 2.88) show moderate implementation, suggesting that while these elements are present, there are areas for improvement. Work-life balance is a critical factor for career satisfaction and employee well-being, and the relatively moderate score implies that there may be challenges in this area that need to be addressed. Research has shown that organizations that emphasize work-life integration not only improve employee satisfaction but also reduce burnout, which contributes to better overall performance and retention ([Fathurahman, 2022](#)).

Similarly, the lower score for access to mentorship (2.88) indicates a potential gap in mentorship programs within the BIR. Mentorship is a key element of career development because it provides guidance, skill-building opportunities, and a sense of connection within the organization. Without sufficient mentorship, employees may feel disconnected or unsupported in their career progression. [Kosasih et al. \(2024\)](#) emphasized that mentorship programs play a crucial role in career pathing because they help employees navigate organizational structures and enhance their personal and professional growth.

The overall Implemented rating suggests that the BIR provides a work environment that supports career pathing to a certain extent. However, the relatively lower scores for organizational culture, work-life balance, and mentorship suggest areas that could benefit from improvement. Strengthening organizational culture to promote professional growth more actively could help employees feel more valued and supported in their career aspirations. This may involve aligning an organization's values and practices with the goal of fostering long-term career development opportunities for employees.

Additionally, improving work-life balance and expanding access to mentorship programs could significantly enhance employees' perceptions of career pathing practices. By implementing strategies to better integrate work-life balance initiatives and mentorship opportunities, the BIR can create a more dynamic and flexible work environment that meets employees' evolving needs. These measures could lead to higher employee satisfaction, retention rates, and improved overall performance.

### **The Job Satisfaction of Employees**

Table 5 presents an overview of the job satisfaction levels of Bureau of Internal Revenue (BIR) employees, focusing on 13 different indicators related to their work environment. The results indicate that employees are generally Satisfied with their work environment, as reflected by the composite mean score of 2.87. This suggests that although employees experience an overall positive work environment, there are areas that could be improved to further enhance their job satisfaction and well-being.

Among the 13 indicators, Indicator 13, "I would recommend my workplace to others as a good place to work," received the highest mean score of 3.15, placing it in the Satisfied category. This result is particularly significant because it indicates that a large proportion of employees—63% rated it as Satisfied and 26% as Highly Satisfied—view the BIR positively and are willing to recommend it as a workplace. This characteristic suggests a strong sense of loyalty and pride in the organization, which reflects the positive aspects of the work environment and the organizational culture. Employees who are willing to endorse their workplace to others are often seen as engaged

and committed, which benefits the overall morale and organizational climate.

**Table 5.** Level of Career Pathing Practices in terms of Work Environment

Indicators	Dissatisfied		Slightly Dissatisfied		Satisfied		Highly Satisfied		Mean	VI
1. I am happy with my current job responsibilities.	7	10%	12	16%	32	44%	22	30%	2.95	S
2. I often feel stressed at work	9	12%	29	40%	25	34%	10	14%	2.49	SSD
3. I don't have enough time for personal activities outside of work	21	29%	32	44%	15	21%	5	7%	2.05	SD
4. I still interact socially with my coworkers outside of work	5	7%	8	11%	38	52%	22	30%	3.05	S
5. I am comfortable discussing personal or work-related issues with my colleagues	5	7%	13	18%	38	52%	17	23%	2.92	S
6. I have chances for advancement in my role	4	6%	12	16%	31	43%	26	36%	3.08	S
7. I get sufficient feedback regarding my performance.	6	8%	17	23%	30	41%	20	27%	2.88	S
8. I feel secured in my current position	7	10%	14	19%	30	41%	22	30%	2.92	S
9. I am inspired to give my best effort in my position.	8	11%	9	12%	24	33%	32	44%	3.10	S
10. I believe my pay is appropriate for the work I do.	1	1%	23	32%	35	48%	14	19%	2.85	S
11. I find my workload to be manageable.	2	3%	17	23%	37	51%	17	23%	2.95	S
12. I have a clear understanding of my career path within the bureau	1	1%	18	24%	41	56%	13	18%	2.90	S
13. I would recommend my workplace to others as a good place to work at.	0	0%	8	11%	46	63%	19	26%	3.15	S
Composite Mean									22.87	S

*Legend:*  
 1–1.74 = Dissatisfied  
 1.75 to 2.49 = Slightly Dissatisfied  
 2.50 to 3.24 = Satisfied  
 3.25 to 4.0 = Highly Satisfied

In contrast, Indicator 3, "I don't have enough time for personal activities outside of work," received the lowest mean score of 2.05, falling under the Slightly Dissatisfied category. With 44% of respondents indicating Slight Dissatisfaction and 29% reporting being Dissatisfied, this reflects significant concern regarding work-life balance. Many employees feel that their work demands limit their ability to engage in personal activities, which can lead to stress and burnout. The struggle

to balance work responsibilities with personal life is a common challenge in many organizations, and its impact on job satisfaction is well-documented in the literature. Addressing work-life balance by introducing flexible schedules, wellness programs, or workload adjustments could have a substantial positive effect on employee well-being and retention.

Other areas of concern include Indicator 9, which is related to performance feedback, and Indicator 6, which is related to workload manageability. Both indicators received scores of 2.88 and 2.95, respectively, which still fall within the Satisfied category but are notably lower than the other indicators. These results suggest that although employees are somewhat satisfied with the feedback they receive and the management of their workload, improvements can be made. For instance, clearer and more frequent performance evaluations may empower employees to feel more confident in their roles and motivate them to improve. Furthermore, refining workload management strategies can help alleviate stress and prevent burnout, thus improving job satisfaction.

The overall satisfaction score of 2.87 suggests that although BIR employees are largely satisfied with their work environment, there are several areas that could benefit from enhancement. Specifically, addressing work-life balance, improving performance feedback mechanisms, and refining workload management practices are crucial for maintaining and improving employee satisfaction.

As organizations increasingly recognize the strong correlation between job satisfaction and productivity, adopting strategies that focus on employee well-being can lead to improved outcomes. [Bala \(2021\)](#) highlighted the importance of creating a supportive work culture through initiatives like flexible working hours, wellness programs, and clear communication regarding performance expectations. These initiatives not only contribute to job satisfaction but also enhance overall organizational performance. Furthermore, as [Ify \(2024\)](#) noted, effective feedback and communication play a vital role in employee engagement and satisfaction. Employees who feel heard and valued are more likely to take ownership of their roles, leading to higher motivation levels and better organizational outcomes.

### **The significant relationship between the level of implementation of career pathing practices and Job Satisfaction of BIR Employees**

Table 6 illustrates the significant relationship between the implementation of career pathing practices and job satisfaction among Bureau of Internal Revenue (BIR) employees. The results show strong correlations between career pathing practices in three key areas: Job Role, Work Environment, and Overall Career Pathing Practices, and how this affect job satisfaction. The relationships were measured using r-values and p-values, providing a clear indication of the strength and statistical significance of the relationships.

**Table 6.** Significant relationship between level of the implementation of career pathing practices and Job Satisfaction

Variables		r-value	p-value	Interpretation	Remarks
Job Satisfaction	Job Role	0.716**	<0.001	High	Sig.
	Work Environment	0.726**	<0.001	High	Sig.
	Overall Career Pathing Practices	0.779**	<0.001	High	Sig.

\*\*Significant at <0.01

\*Significant at <0.05

Legend: .90-1.00 Very High Correlation, .70-.90 High Correlation, .50-.70 Moderate Correlation, .30-.50 Low Correlation, .00-.30 Negligible

The relationship between Job Role and Job Satisfaction has an  $r$ -value of 0.716, indicating a high positive correlation. A  $p$ -value of less than 0.001 indicates that this relationship is statistically significant. This suggests that career pathing practices related to job roles—such as clarity in responsibilities and opportunities for role advancement—play a crucial role in shaping job satisfaction. When employees have a clear understanding of their roles and how they can advance in those roles, their overall satisfaction with their job increases. This finding aligns with prior research suggesting that job role clarity and role progression are key drivers of employee contentment ([Lasanov et al., 2023](#)).

Similarly, the relationship between Work Environment and Job Satisfaction also shows a high positive correlation, with an  $r$ -value of 0.726 and a  $p$ -value of less than 0.001, confirming statistical significance. This indicates that career pathing practices related to the work environment—such as supportive colleagues, a positive organizational culture, and work-life balance—are integral to job satisfaction. Employees who feel supported in a conducive work environment are more likely to experience higher satisfaction levels. This finding is consistent with [Kosasih et al. \(2023\)](#), who highlighted the importance of a positive work culture and supportive relationships for employee satisfaction.

The strongest relationship observed is between Overall Career Pathing Practices and Job Satisfaction, with an  $r$ -value of 0.779. This is the highest correlation reported, further confirming that the overall perception of career development opportunities within an organization has the most significant impact on job satisfaction. The  $p$ -value for this relationship is also less than 0.001, thereby indicating statistical significance. This finding suggests that when employees believe that an organization has robust career development practices in place—such as clear promotion paths, regular skill development opportunities, and transparent performance recognition—their job satisfaction is significantly higher.

The results indicate a strong, significant relationship between the implementation of career pathing practices and job satisfaction. The findings suggest that BIR employees are more likely to be satisfied with their jobs when they perceive clear, well-implemented career pathing opportunities in terms of their job roles, work environment, and overall career growth. This highlights the importance of strengthening career development practices across all aspects of an organization to enhance job satisfaction.

To improve job satisfaction and foster a more engaged workforce, the BIR should prioritize enhancing the clarity of job roles, improving work environment support structures, and ensuring that overall career pathing practices align with employee expectations. Investing in leadership training, mentorship programs, and career development workshops could provide consistent opportunities for professional growth. Furthermore, creating a more transparent system for performance recognition and promotion can reduce any perception of stagnation within an organization, thereby increasing job satisfaction.

These results also underscore the significant impact career pathing practices have on employee retention and loyalty. Organizations that invest in the professional development of their employees not only enhance individual satisfaction but also foster a sense of loyalty to reduce turnover rates. [Lasanov et al. \(2023\)](#) argued that when employees see that their career growth is prioritized, they are more likely to remain with the organization long term. By implementing regular assessments of career pathing strategies, BIR can ensure alignment with employee expectations and proactively address areas that may lead to dissatisfaction and potential attrition.

## CONCLUSIONS

In conclusion, this study examined the impact of career pathing practices on job satisfaction among employees of the Bureau of Internal Revenue (BIR) Document Processing Division in

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Revenue Region 4—Pampanga. The sample of employees primarily consists of women aged 25-44, with a substantial proportion holding bachelor's degrees and having considerable years of service within the bureau. These demographic characteristics provide a valuable context for understanding how career pathing practices influence job satisfaction in the public sector.

The study found that while career advancement opportunities were evident within the BIR, a significant proportion of employees perceived stagnation in their careers. This discrepancy may be attributed to challenges in promotion criteria and transparency, which could undermine employees' sense of progression. Despite these challenges, the assessment of career pathing practices revealed that employees felt confident in taking on additional responsibilities and believed that promotions contributed positively to their long-term career growth. However, areas such as the recognition of performance for promotion and leadership readiness require further attention, indicating a gap in the clarity and fairness of promotion criteria.

Job satisfaction levels among employees were generally positive, with many respondents expressing willingness to recommend their workplace to others. However, challenges related to work-life balance and stress management were evident, highlighting areas where the BIR could improve its organizational practices to better support its employees. Addressing these challenges can enhance employee well-being, leading to greater overall satisfaction.

The findings also reveal a strong positive relationship between career pathing practices and job satisfaction. This suggests that enhancing career development initiatives can increase employee satisfaction and retention. Moreover, this research underscores the importance of cultivating a positive organizational culture and establishing robust career development plans to create a motivated and committed workforce in the BIR.

From a theoretical perspective, these findings align with the Two-Factor Theory of [Herzberg \(1959\)](#), which posits that clear career advancement opportunities can serve as motivating factors for employees. Additionally, the study draws on Social Exchange Theory ([Blau, 1964](#)), which suggests that employees who perceive a fair exchange between their contributions and the rewards they receive—such as career growth and promotion—are more likely to experience job satisfaction. The positive relationship between career pathing practices and job satisfaction in this study supports these theories, indicating that career development opportunities are a key factor in enhancing employee motivation and organizational commitment.

This study contributes to the understanding of how career pathing practices impact job satisfaction in government agencies, particularly in the context of the BIR. By examining both the strengths and weaknesses of current career pathing practices, this study provides insights that can inform organizational policy and practice improvements. Future research could explore strategies to address the gaps identified in this study, particularly improving performance recognition and leadership readiness for promotion. Additionally, investigating the role of mentorship programs and the impact of career development initiatives on employee retention and productivity could offer valuable insights into how career pathing practices can be further optimized.

Future studies could also expand the scope of the research by examining a broader range of government agencies or exploring the relationship between career pathing practices and other factors, such as organizational performance and employee engagement. By considering these factors, researchers can build a more comprehensive understanding of how career pathing practices can foster a more motivated and satisfied workforce in the public sector.

## **LIMITATION & FURTHER RESEARCH**

This study provides valuable insights into the relationship between career pathing practices and job satisfaction within the Bureau of Internal Revenue (BIR) Document Processing Division in Revenue Region 4—Pampanga. However, there are several limitations that should be

acknowledged. The first limitation is the sample size and scope. The study focused primarily on a single division within one region of the BIR, which may not fully capture the diverse experiences and perceptions of employees across different divisions or government agencies. Therefore, the findings may have limited generalizability to other contexts or regions. To improve the relevance and applicability of the findings, future research could expand the sample to include multiple divisions or other government agencies, providing a broader perspective on career pathing practices and job satisfaction across the public sector.

Another limitation is the scope of the career pathing variables explored. This study primarily focused on specific aspects of career pathing, such as promotion opportunities and employee confidence in career growth. However, many other facets of career pathing, including mentorship programs, professional development opportunities, and lateral career moves, are not explored in depth. Future studies could broaden the scope to examine other elements of career development and their impact on job satisfaction. Expanding the research to include these variables would help identify targeted strategies to enhance career progression and improve employee satisfaction.

Additionally, while career pathing was a central focus of this study, it did not fully examine the broader organizational culture and its influence on job satisfaction. Organizational culture plays a significant role in how employees perceive career growth opportunities and overall satisfaction. Factors such as leadership style, communication practices, and the work environment can greatly influence how career-pathing practices are received. Future research should explore how organizational culture interacts with career pathing practices to shape employee job satisfaction.

The study also highlighted the challenges employees face in achieving work-life balance, but it did not investigate how career pathing may influence stress management and work-life balance. Although career advancement can be motivating, it can also lead to increased workload and stress. Future research could investigate the relationship between career pathing, stress management, and job satisfaction to better understand how career development opportunities can support employee well-being and productivity.

Finally, the study's cross-sectional nature limits its ability to capture changes over time. As a result, it only provides a snapshot of the relationship between career pathing practices and job satisfaction. Longitudinal studies that track employee satisfaction as they progress through their careers could provide deeper insights into the long-term effects of career development initiatives on job satisfaction and retention.

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