



## Employees' Motivation and Job Satisfaction in a National Government Agency in the Philippines

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### Abstract

In the government sector, motivated and highly satisfied employees are more likely to support the effective and efficient public service delivery. This study explored employee motivation (EM) and job satisfaction (JS) among contract of service (COS) employees in a national government agency in the Philippines. Using a quantitative-descriptive research design, data were gathered from 119 COS employees through a researcher-structured questionnaire distributed in person. The study examined key motivational factors such as work recognition, professional development opportunities, salary satisfaction, job security, and workplace support, as well as JS dimensions, including workload satisfaction, communication, working dynamics, and career growth opportunities. Data analysis employed statistical tools such as frequency, percentage, weighted mean, and Pearson's correlation test. Findings indicated that COS employees generally perceived having acceptable levels of EM and JS. Career growth opportunities and workplace support received relatively high satisfaction ratings, while salary satisfaction and job security were identified as areas of concern. Correlation analysis revealed that career development, workplace recognition, and supportive work environments had significant associations with various aspects of JS. Employees who perceived strong professional development opportunities and positive workplace relationships reported higher satisfaction. The study also found that workload satisfaction had a weaker relationship with EM than other dimensions. Considering these significant findings, the study strongly advocates implementing structured recognition programs, mentorship opportunities, competitive salary adjustments, and professional development initiatives. These strategies can help other government agencies enhance workforce stability, engagement, and organizational effectiveness in managing COS employees.

**Keywords:** *Employee Motivation, Job Satisfaction, Job Security, Philippine National Government Agency, Professional Development Opportunities, Work Recognition, Workplace Support*

### INTRODUCTION

Employee motivation (EM) and job satisfaction (JS) were essential for organizational success, significantly influencing individual performance, overall productivity, and the work environment. Employees who were content with their roles tended to show greater involvement, commitment, and effectiveness (Mubarok et al., 2022). Hence, JS is a critical predictor of job performance and vital to organizational success. Employees who are satisfied with their roles contribute positively to the organization's objectives, demonstrating higher motivation, increased productivity, and excellent retention rates. Organizations prioritizing programs that boost

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employee happiness and contentment tend to see substantial benefits in increased productivity, enhanced morale, and tremendous overall success (Muzvidziwa & Nyasha, 2019). Understanding the factors that drive employee satisfaction is crucial for designing effective workplace strategies and ensuring a thriving organizational environment.

In the Philippine public service sector, contract of service (COS) employees refer to individuals whose services are engaged to undertake specific projects within a specific period. They play a critical role in the operations of government agencies, typically employed under temporary contracts rather than permanent positions, contribute substantially to delivering essential public services and programs, but they do not have job security and full benefits. However, despite these workers handling important tasks, they are not protected by the Civil Service Code. Agencies depend on COS employees because of budget and hiring limitations, which raises concerns about job stability and workers' rights. Understanding their motivations and satisfaction levels can provide valuable insights into how these government workers perceive their roles, what drives their engagement, and the challenges they face within the workplace.

While studies in the international context on EM and JS are widely conducted on permanent employees (López-Cabarcos et al., 2021; Pfajfar et al., 2022; Singh et al., 2019; Susanto et al., 2022), only the study of Valluripalli et al. (2024) dealt with the COS employees. In the local setting, the researchers found that there are only two relevant studies: the study of Fernando and Vargas (2021) on the importance of career development and JS of COS employees in a state university, and Cahilo et al. (2023) on motivation, job satisfaction, and organizational citizenship behavior of COS employees of local government units.

The scarcity of research on COS employees' motivations and JS levels, particularly in the public sector, where work conditions differ significantly from the private sector, has prompted the researchers to conduct the study. The COS employees' unique challenges, such as job insecurity and limited benefits, remain largely unexplored, particularly within the Philippine public sector. Thus, this study addresses this gap in research by exploring the relationship between EM and JS among COS employees in a national government agency (NGA) in the Philippines. The specific agency under study was tasked with managing energy exploration, development, utilization, and distribution in the country to create sustainable energy systems that benefit Filipino communities and the economy. The agency's mission and vision underscore the importance of developing a globally competitive energy sector, and the role of COS employees in achieving these objectives cannot be overstated. Given COS employees' unique challenges, it is critical to understand how government support, individual needs, and workplace culture interact to influence their EM and JS. Hence, this research provides insights into the factors that drive employee engagement, retention, and performance, offering practical recommendations for public sector leaders to improve employee well-being and enhance organizational effectiveness.

Thus, this study examined the interplay of EM and JS among COS employees within the Philippine NGA. Specifically, it assessed key motivational factors regarding work recognition and appreciation by supervisors, opportunities for professional development, current salary for the job responsibilities and roles, job security in the NGA, and work environment support and encouragement. Additionally, it evaluated their JS across key workplace aspects, including satisfaction with workload, communication within the agency, working dynamics with permanent employees, and career growth opportunities. Furthermore, the study explored the relationship between EM and JS, determining how motivation impacted overall job fulfillment. Finally, an employee retention strategy is proposed to improve EM and increase JS among COS employees in the Philippine NGA.

## LITERATURE REVIEW

This section provides a review of relevant literature derived from published articles, journals, and scientific studies that align with the objectives of the research. The primary focus of this review is to assess the level of EM and JS among COS employees in a Philippine NGA and ultimately explore the relationship between EM and JS.

### **Herzberg's Two-Factor Theory**

This study is anchored in Herzberg's Two-Factor Theory, a cornerstone in motivation studies that remains relevant in understanding employee job attitudes (Alshmemri et al., 2017). This theory posited that JS and dissatisfaction arose from hygiene factors and motivators (Alrawahi et al., 2020). Hygiene factors, such as salary and working conditions, prevented dissatisfaction but did not inherently motivate. Conversely, motivators such as recognition, opportunities for achievement, personal growth, and increased responsibility function as catalysts, actively enhancing employee motivation and boosting overall performance (Sikira et al., 2024).

Based on Herzberg's Two-Factor Theory, this study highlighted the crucial difference between hygiene factors and motivators in determining employee job satisfaction and motivation. Organizations can create more successful strategies for fostering a thriving workforce by comprehending how hygiene factors, such as pay and working conditions, prevent dissatisfaction while motivators, such as responsibility, growth opportunities, and recognition, actively drive engagement and performance. Moreover, Herzberg's theory's applicability in this study underscores its significance in guiding workplace management and designing strategies to maximize worker productivity and well-being. Thus, organizations like the subject of the study can establish a work environment that reduces discontent, encourages true motivation, and propels organizational success by carefully addressing hygiene and motivational aspects.

### **Employee Motivation (EM)**

EM is the psychological force that drives an individual's direction and intensity of effort toward work-related goals. Simply put, it drives people to put in effort, stay engaged, and keep pushing forward at work. This study delves into five crucial dimensions of EM, exploring their individual and collective impact on employee behavior. These dimensions include work recognition, opportunities for professional development, current salary for the job responsibilities, job security, and work environment support and encouragement.

Work recognition and appreciation are considered motivator factors in Herzberg's theory, directly contributing to EM. Employee recognition has been identified to be a highly effective motivational instrument that can have a significant positive impact on employee JS and performance as well as overall organizational performance (Mittal, 2023). When employees feel valued for their efforts, it builds a positive work culture and encourages them to stay motivated. Lack of recognition, conversely, can lead to feelings of being undervalued and a lack of motivation (Alrawahi et al., 2020).

Professional development opportunities are also categorized as motivators vital in enhancing EM. In the study of Sharma et al. (2023), they revealed a strong positive relationship between professional development and EM, with employees valuing these opportunities as crucial for satisfaction and retention. They further reiterated that organizations that invest in employee development are seen as valuing their workforce, further boosting EM and loyalty.

In Herzberg's framework, salary is classified as a hygiene factor. While adequate salary levels are essential to employee well-being, they do not inherently motivate or create EM independently. Employees expect fair compensation, and when they feel underpaid, dissatisfaction can arise. However, increasing salaries is not enough to boost motivation; career growth and recognition are equally important. Competitive salaries are necessary to maintain hygiene, but

proper motivation stems from motivator factors (Darmawan, 2021).

Job security is another key factor influencing EM. Concerns about job stability can lead to stress and anxiety, ultimately lowering job satisfaction. Darvishmotevali and Ali (2020) argued that job security boosts employee well-being, influencing long-term performance. Menéndez-Espina et al. (2019) found that job security positively impacts employees' mental and physical health. These conditions affected job security, subsequently influencing overall well-being and performance.

A secure and stable work environment allows employees to focus on tasks without unnecessary stress, enhancing their engagement. Studies have shown that job insecurity negatively impacts employee engagement, while supervisor support can moderate this effect (Asfaw & Chang, 2019). Lowe (2020) contended that the foundation of healthy organizations was employee well-being. Work environmental support, encompassing working conditions and interpersonal relationships, is a crucial hygiene factor. This includes physical aspects like safe and ergonomic facilities, adequate workspace, up-to-date equipment, and social factors such as respectful relationships with colleagues and supervisors (Jehangir et al., 2011). Accordingly, the employees' working atmosphere in the firm is vital and significantly impacts employees in various aspects (Zhenjing et al., 2022). A deficient work environment can be a considerable source of demotivation, hindering employees' ability to focus and engage with their work (Petrović et al., 2017). Therefore, establishing an appropriate work environment acts as a foundational element, removing potential obstacles to motivation and allowing motivator factors to be more effective.

### **Job Satisfaction (JS)**

JS is generally defined as an employee's effective or emotional response to their job, reflecting the degree to which individuals like or are contented with their work (Hussain et al., 2017). This literature review explores JS through four key dimensions: satisfaction with workloads; communication within the agency; working dynamics with full-time employees; and career growth opportunities. Understanding these dimensions is crucial for organizations seeking to enhance employee well-being and effectiveness.

Workload satisfaction refers to an employee's contentment with the amount and intensity of work they are expected to perform. According to Chalkiadaki et al. (2023), workload significantly predicts JS. They further emphasized the importance of balancing workload to prevent adverse impacts on employee health and JS. Therefore, organizations must ensure that workloads are realistic and equitable to foster a satisfied and productive workforce team. Effective communication is another key factor influencing organizational inclusion and satisfaction (Herbert et al., 2023). Communication is vital for disseminating information, fostering understanding, and promoting collaboration (Afridah & Lubis, 2024). Moreover, communication is crucial in creating awareness, addressing biases, and promoting open dialogue among employees. A study by Kluger et al. (2023) reinforced the significant impact of communication satisfaction on overall JS. As further opined by Laco et al. (2024) and Laroza et al. (2024), an organization with a strong communication culture is vital for achieving organizational success.

Beyond communication, the quality of working relationships is another key factor influencing JS. The quality of working relationships, particularly with full-time employees, is another important dimension of JS. According to Yanty et al. (2024), positive working dynamics, characterized by collaboration, respect, and support, contribute significantly to a positive work environment and increased JS. Conversely, negative dynamics, such as conflict or lack of support, can lead to stress and decreased JS. Inclusive and collaborative work environments where all employees feel valued and respected are essential for fostering JS (Almendras et al., 2025).

Additionally, JS needs opportunities for career growth and advancement. Employees who perceive opportunities for professional development and career progression within their

organization tend to report higher levels of JS (Orlando et al., 2020). These opportunities fulfill employees' needs for achievement and self-actualization, contributing to long-term JS and organizational commitment (Cecere et al., 2016). Organizations that invest in employee development and provide clear career paths tend to retain satisfied and motivated employees (Orlando et al., 2020). By addressing these interconnected dimensions like communication, workplace relationships, and career development, organizations can create a more engaging and fulfilling work environment, ultimately enhancing overall JS.

### **Relationship between EM and JS**

EM and JS are distinct yet interrelated constructs critical to understanding employee behavior and organizational effectiveness. While both EM and JS are positive employee states sought by organizations, they represent distinct facets of the employee experience, focusing on the employee's relationship with their work and the organization. Recent literature emphasizes the nuanced relationship between these two concepts, exploring their unique drivers and outcomes. Research over the past decade highlights that JS is often considered an outcome of various workplace factors, including organizational policies, work environment, and relationships with colleagues and supervisors (Bakotić, 2016). Studies have shown that satisfied employees tend to exhibit positive behaviors such as organizational citizenship behavior and reduced turnover intentions (Cropanzano et al., 2016). It suggests that satisfaction is a buffer against negative work outcomes, fostering a more positive and stable workforce.

While distinct, JS and EM are not mutually exclusive. Indeed, they often influence each other. Highly motivated employees may experience JS because of their achievements and role progress (Stoffers & Canisius, 2015). Conversely, satisfied employees may be more motivated because their positive feelings toward their job can energize them to perform better (Judge et al., 2017). However, it is also possible for employees to be satisfied but not highly motivated, or vice versa. Employees might be satisfied with their work environment and colleagues, but may lack intrinsic motivation if the job does not offer challenging or growth opportunities (Lee, 2023). Conversely, an employee might be highly motivated by challenging work but dissatisfied due to poor working conditions.

Despite being separate concepts, EM and JS are closely related in influencing employee behavior and organizational success (Vyas Sharma & Vigneshwar, 2024) by encouraging positive behaviors and lowering bad outcomes like attrition. EM, which is propelled by both autonomous motivations (Smith, 2020). JS, frequently resulting from positive workplace factors, contributes to a stable and engaged staff. The intricacy of the employee experience fuels the drive to accomplish corporate goals. It is shown by these two entities' autonomous existence, even if they can positively impact one another. In a different perspective, Pabelic Jr. et al. (2023) found that work environment, salary, promotion, and fairness and treatment have no significant relationship with the employees' motivation to stay with the company. Therefore, companies that want to optimize employee performance and well-being must take a comprehensive strategy, addressing the elements that motivate employees and drive contentment. Hence, the null hypothesis is stated as follows:

Ho: There is no statistically significant relationship between EM and JS.

### **RESEARCH METHOD**

This study employed a quantitative-descriptive design to investigate the relationship between EM and JS within an NGA in the Philippines. It is a robust method for descriptive and correlational research, particularly when exploring individual experiences, beliefs, and attitudes in organizational settings (Siedlecki, 2020). Participants (n=119) were selected using simple random sampling from a population of 170 COS employees across different offices of the subject NGA.



Targeted participants with work experience ranging from 1 to more than 12 years within the scope of the agency's mandate were randomly selected to participate in the study. This probability sampling technique ensured each member had an equal chance of selection, enhancing the sample's representativeness and allowing for broader generalizations to the COS employee population within the agency (Etikan et al., 2016). The calculated sample size, determined using Raosoft with a 95% confidence level and 5% margin of error, was deemed statistically appropriate for this population size (Memon et al., 2020).

The study used a researcher-structured questionnaire divided into three sections. The first section collected demographic data, including age, gender, educational attainment, and length of service in the subject government office agency. The second section measured the level of EM along five factors (work recognition and appreciation by supervisors, opportunities for professional development, current salary for the job responsibilities and roles, job security in the NGA, and work environment support and encouragement). On the other hand, the third section evaluated the level of JS in terms of four factors, such as satisfaction with workload, communication within the agency, working dynamics with permanent employees, and career growth opportunities. The questionnaire utilized a four-point Likert scale, which was selected for its simplicity and ability to elicit clear, polarized responses and avoid the ambiguity of a neutral option. Each EM factor was measured as: 1 = Strongly Disagree (1.00-1.75); 2 = Disagree (1.76-2.50); 3 = Agree (2.51-3.25); and 4 = Strongly Agree (3.26-4.00); while each JS factor was measured as: 1 = Very Dissatisfied (1.00-1.75); 2 = Dissatisfied (1.76-2.50); 3 = Satisfied (2.51-3.25); and 4 = Very Satisfied (3.26-4.00). To ensure face and content validity, the questionnaire underwent expert review by three human resource professionals who provided feedback to refine clarity and identify potential biases. Their recommendations were incorporated into the final version of the questionnaire.

A pilot test was conducted with 10 employees excluded from the study sample, establishing acceptable Cronbach's Alpha coefficients ranging from 0.78 to 0.90, thus having an acceptable level of internal consistency across the questionnaire items (Table 1). These values exceeded the generally accepted threshold of 0.70, indicating satisfactory reliability of the questionnaire items (Govindasamy et al., 2024). This robust methodology provided a sound basis for examining the relationship between EM and JS in the subject NGA.

**Table 1.** Reliability Statistics

Indicators	Cronbach's Alpha	No. of Items
<b>EM Factors</b>		
Work recognition and appreciation by supervisors	0.85	4
Opportunities for professional development	0.78	4
Current salary for the job responsibilities and roles	0.82	4
Job Security in the NGA	0.90	4
Work environment support and encouragement	0.88	4
<b>JS Factors</b>		
Satisfaction with workload	0.83	4
Communication within the Agency	0.80	4
Working dynamics with permanent employees	0.82	4
Career growth opportunities	0.86	4
<b>Average</b>	<b>0.838</b>	

The final data collection was administered in person in the offices of the NGA from January

30 to 31, 2025, to allow researchers to explain the survey's objectives and address any concerns from respondents while observing strict ethical standards, considering the need for confidentiality and voluntary response. All respondents specifically requested to give their consent before answering the questionnaires. The data from the retrieved questionnaires were analyzed using appropriate statistical tools. Pearson's correlation coefficient was utilized to determine the correlation between these motivational factors and employee JS in the NGA. Other statistical tools used in data analysis were frequency, percentage, and weighted mean. In this manner, a valid data test was employed to provide a justifiable conclusion from the study.

## FINDINGS AND DISCUSSION

The survey questionnaire data have been presented, analyzed, and interpreted to support the study's objectives.

### Demographic Profile

The demographic profile of COS employees includes their age, gender, year level, monthly family income, and parents' educational level. Table 2 shows the profile of the respondents.

**Table 2.** Profile of the Respondents

<b>Indicator</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Age</b>		
Under 25	11	9.2
25-34	69	58.0
35-44	24	20.2
45-54	11	9.2
55 and above	4	3.4
<b>Total</b>	<b>119</b>	<b>100</b>
<b>Gender</b>		
Male	63	52.9
Female	56	47.1
<b>Total</b>	<b>119</b>	<b>100</b>
<b>Educational Attainment</b>		
High School	2	1.7
Associate Degree/ Vocational Course	7	5.9
Bachelor's Degree	105	88.2
Master's Degree	5	4.2
<b>Total</b>	<b>119</b>	<b>100</b>
<b>Length of Service</b>		
Less than 3 years	53	44.5
3 - 6 years	23	19.3
7 - 9 years	19	16.0
10 - 12 years	13	10.9
More than 12 years	11	9.2
<b>Total</b>	<b>119</b>	<b>100</b>

The demographic profile in Table 1 is characterized by a modest gender distribution, who

are predominantly a young, educated workforce, and just starting their careers with the subject NGA. This indicates that the COS employees are young professionals who have been in the service in the early stages of their careers, hoping to get permanent employment with the subject NGA. This situation of the COS employees generally influences their perceptions of job satisfaction. This aligns with the study by [De Cuyper et al. \(2018\)](#), which suggested that temporary employment arrangements often lead to job instability and shorter tenure. As further emphasized by [Silva and Briones \(2022\)](#), more tenured employees typically feel more secure about their careers and jobs, which encourages them to have higher levels of motivation and productivity. Understanding these demographic patterns was crucial for organizations to develop policies that enhance employee retention and career development opportunities.

### Level of EM of COS Employees

Workplace factors include work recognition, professional development opportunities, salary satisfaction, job security, and overall workplace support from EM. Table 3 shows the level of EM of COS employees.

**Table 3.** Level of EM of COS Employees

Factors	Weighted Mean	Interpretation
Work recognition and appreciation by supervisors	3.24	Agree
Opportunities for professional development	3.32	Strongly Agree
Current salary for the job responsibilities and roles	2.85	Agree
Job Security in the NGA	3.39	Strongly Agree
Work environment support and encouragement	3.13	Agree
<b>Average Weighted Mean</b>	<b>3.19</b>	<b>Agree</b>

The findings reveal that COS employees are primarily motivated by job security, professional development, and supervisor recognition, with salary satisfaction being a notable concern. While employees appreciated feedback and career growth opportunities, the lower satisfaction with salary highlighted a need for improved compensation structures to align with industry standards. This supports the study by [Watkins and Fusch \(2022\)](#), which showed that fair and consistent pay practices were key to enhancing EM, as they significantly affect employees' perception of their value within the organization. Effective supervisor support, including active listening and clear communication, has been identified as crucial in fostering a supportive work environment that enhances EM and performance ([Thelen et al., 2022](#)). These results reinforced that workplace recognition motivates employees, provides a sense of accomplishment, and makes them feel valued for their work, boosting individual engagement and loyalty to the company ([Lartey, 2021](#)). Likewise, employees generally feel motivated in their roles, aligning with Herzberg's Two-Factor Theory, where motivation is driven by intrinsic factors like achievement and recognition rather than extrinsic rewards such as salary.

### Level of JS of COS Employees

JS determined EM, retention, and overall workplace success. It included a variety of qualities, including task management, internal communication, workplace relationships, and opportunities for professional growth. Table 4 shows the level of JS among COS employees, identifying key motivators and areas for improvement to enhance their overall work experience.

**Table 4.** Level of JS of COS Employees



<b>Factors</b>	<b>Weighted Mean</b>	<b>Interpretation</b>
Satisfaction with Workload	3.17	Agree
Communication with the Agency	3.09	Agree
Working dynamics with permanent employees	3.33	Strongly Agree
Career growth opportunities	3.22	Agree
<b>Average Weighted Mean</b>	<b>3.20</b>	<b>Agree</b>

The findings indicate that working dynamics with permanent employees had the highest rating, showing that positive relationships enhance JS and workplace collaboration. Social interactions contributed to a supportive work environment. Bakker and Albrecht (2018) highlighted the importance of social interactions in the workplace, noting that positive employee relationships contributed to a supportive and engaging work environment. Satisfaction with workload, communication with the agency, and career growth opportunities were all interpreted as "Agree." While COS employees perceived their workload as manageable and recognized opportunities for career development, there was still room for improvement in these areas. As posited by Almendras et al. (2025), it is crucial that employees are satisfied with their work so they can perform their respective duties and responsibilities well.

JS was strongly linked to perceived career growth, with employees who see potential for advancement reporting higher motivation and engagement. De Cuyper et al. (2018) found that work satisfaction was highly connected with perceived career progression, with employees who see opportunities for promotion expressing increased motivation and engagement. Similarly, Karanges et al. (2015) discovered that internal communication had a beneficial impact on employee engagement, with perceived supervisor support and organizational identity moderating the link. These findings highlighted the significance of open internal communication in developing employee trust and happiness, which contributed to organizational success. While COS employees generally find their work conditions satisfactory, areas like career growth and communication require improvement to enhance long-term job satisfaction, aligning with Herzberg's Two-Factor Theory, which suggests that workplace relationships and communication motivate. In contrast, job security and career growth prevent dissatisfaction.

### **Relationship between EM and JS**

EM and JS influence productivity, engagement, and overall workplace well-being. Understanding the relationship between these elements provides valuable insights for organizations seeking to enhance employee performance. This study examined the correlation between various motivational factors and JS among COS employees in an NGA. Specifically, it investigated whether salary, work environment support, work recognition, professional development opportunities, and job security significantly impact JS. The study tested the null hypothesis, which states that no significant relationship exists between EM and JS. Using Pearson's correlation coefficient, the analysis determined whether motivational factors contribute to JS, including workload satisfaction, communication within the agency, working dynamics with permanent employees, and career growth opportunities. Table 5 shows the relationship of EM to JS of COS employees, including their satisfaction with the workload, communication with the agency, working dynamics with permanent employees, and career growth opportunities.

The relationship between EM and overall JS is significant but with varying strength, from weak to moderate. Workload satisfaction has little impact on motivation, indicating that other factors, such as work environment and career opportunities, play a more influential role. Based on the data, only the hypothesis for the relationship of JS in terms of workload satisfaction and

motivation sub-variables on salary and work environment is rejected. Salary and work environment have weak but significant positive relationships with workload satisfaction, aligning with prior research indicating that compensation and a supportive workplace contribute to employee retention and overall satisfaction (Darmawan, 2021). While workload satisfaction exhibits a weaker correlation with motivation, other JS factors, such as communication, working dynamics, and career growth opportunities, show a moderate positive impact. Among these, career growth opportunities demonstrate the strongest correlation, suggesting that employees are most motivated when they perceive clear advancement prospects.

The results reject the null hypothesis, confirming that motivational factors, particularly work recognition, job security, and professional development, significantly influence JS factors on communication, working dynamics, and career growth opportunities. These insights highlight the importance of improving career growth initiatives, workplace support, and compensation structures to enhance EM and JS. It was consistent with the research by Ratnasari et al. (2019), indicating that career development positively affected job satisfaction and performance and that motivation was a critical determinant of job satisfaction (Jwmaa et al., 2022). Ferdiana et al. (2023) found that career development initiatives enhanced employees' performance through the mediating role of organizational loyalty. The study indicated that when institutions invested in employees' professional growth, it fostered a sense of loyalty, boosting performance levels. This further supports the study of Concepcion et al. (2024) that when employees are contented and satisfied with their jobs, they tend to stay with the organization because of the feeling of being valued.

**Table 5.** Relationship between EM and JS

Relationship of EM to JS		Pearson R	P-value	Interpretation	Decision	Remarks
Satisfaction with workload	Recognition and appreciation	0.169	0.067	No Relationship	Do Not Reject Ho	Not Significant
	Opportunities for professional development	0.175	0.057	No Relationship	Do Not Reject Ho	Not Significant
	Current salary for the job responsibilities	0.249	0.006	Weak Positive	Reject Ho	Significant
	Job Security in the NGA	0.164	0.075	No Relationship	Do Not Reject Ho	Not Significant
	Work environment	0.304	0.001	Weak Positive	Reject Ho	Significant
	MOTIVATION	0.268	0.003	Weak Positive	Reject Ho	Significant
Communication within the Agency	Recognition and appreciation	0.628	0.000	Moderate Positive	Reject Ho	Significant
	Opportunities for professional development	0.608	0.000	Moderate Positive	Reject Ho	Significant
	Current salary for the job responsibilities	0.482	0.000	Moderate Positive	Reject Ho	Significant
	Job Security in the NGA	0.546	0.000	Moderate Positive	Reject Ho	Significant
	Work environment	0.772	0.000	Moderate Positive	Reject Ho	Significant
	MOTIVATION	0.756	0.000	Moderate Positive	Reject Ho	Significant
Working dynamics with permanent employees	Recognition and appreciation	0.619	0.000	Moderate Positive	Reject Ho	Significant
	Opportunities for professional development	0.543	0.000	Moderate Positive	Reject Ho	Significant
	Current salary for the job responsibilities	0.472	0.000	Moderate Positive	Reject Ho	Significant

	Job Security in the NGA	0.623	0.000	Moderate Positive	Reject Ho	Significant
	Work environment	0.564	0.000	Moderate Positive	Reject Ho	Significant
	MOTIVATION	0.698	0.000	Moderate Positive	Reject Ho	Significant
Career growth opportunities	Recognition and appreciation	0.665	0.000	Moderate Positive	Reject Ho	Significant
	Opportunities for professional development	0.728	0.000	Moderate Positive	Reject Ho	Significant
	Current salary for the job responsibilities	0.498	0.000	Moderate Positive	Reject Ho	Significant
	Job Security in the NGA	0.669	0.000	Moderate Positive	Reject Ho	Significant
	Work environment	0.751	0.000	Moderate Positive	Reject Ho	Significant
	MOTIVATION	0.821	0.000	Moderate Positive	Reject Ho	Significant

*Continuation*

Relationship of EM to JS		Pearson R	p-value	Interpretation	Decision	Remarks
Career growth opportunities	Recognition and appreciation	0.665	0.000	Moderate Positive	Reject Ho	Significant
	Opportunities for professional development	0.728	0.000	Moderate Positive	Reject Ho	Significant
	Current salary for the job responsibilities	0.498	0.000	Moderate Positive	Reject Ho	Significant
	Job Security in the NGA	0.669	0.000	Moderate Positive	Reject Ho	Significant
	Work environment	0.751	0.000	Moderate Positive	Reject Ho	Significant
	MOTIVATION	0.821	0.000	Moderate Positive	Reject Ho	Significant

*Reject Ho if  $p < 0.05$ ; significant*

**Proposed Strategies to Improve the Level of EM and JS**

Table 6 presents the researchers' proposed strategies, emphasizing the areas that need improvement while utilizing current strengths based on the findings of the study.

**Table 6.** Proposed Strategies

Indicators	Basis for the Proposed Strategies	Proposed Strategies/Activities
1. Formal recognition, such as awards or public acknowledgments	The results reveal that monetary and non-monetary rewards may have weak but significant positive relationships with JS.	Develop a Reward and Recognition Program geared toward the COS, such as Employee of the Month awards, formal commendation letters, individual awards for project achievements, and public recognition during company meetings or newsletters. Spot awards can be monetary or non-monetary.
2. Current base salary		Explore offering competitive salaries

		and compensation packages. Conduct regular salary reviews, market-adjusted pay, performance-based bonuses, and other benefits, with minimal margin to their permanent counterparts, to ensure employees feel fairly compensated and motivated to stay with the company.
3. Opportunities like training, workshops, and fieldwork are provided within our agency for skill enhancement	Career growth opportunities and obtaining a permanent position in the NGA demonstrate the strongest correlation, suggesting that employees are most motivated when they perceive clear career advancement prospects.	Introduce a program that provides them with ongoing learning and development opportunities through various training methods, including classroom sessions, specialized workshops, and practical on-the-job experiences within the agency, allowing them to improve their skills and advance their careers, and encouraging a heterogeneous class with the permanent employees to increase their feeling of engagement.
4. Permanency offered by the NGA		Consider conducting a Civil Service Review for the COS employees to drive them to obtain their eligibility, which is required to get a permanent position in the NGA.
5. Feedback mechanisms promote collaboration, align goals among team members, and address discontent.	Other factors, such as communication and working dynamics, positively impact employee retention and satisfaction.	Conduct regular "Contract Employee Forums" to share updates, gather feedback, and address concerns. Schedule regular one-on-one and team meetings to discuss goals, expectations, and feedback. Utilize digital tools for real-time communication and feedback.
6. Constructive feedback from permanent employees to celebrate achievements in the workplace		Conduct feedback and sensitivity training for their immediate superior or permanent employees. Include the COS employees in the Coaching and Mentorship Program, especially those with high potential.

The proposed strategies aim to address key areas impacting EM and JS among COS employees. These create a more supportive, rewarding, and growth-oriented environment. They directly address the areas highlighted by the data study as needing improvement, aiming to increase EM, JS, and employee retention. Formal recognition programs have improved employee engagement and productivity (Kumar & Pansari, 2016). In addition, providing training and career development opportunities was crucial for employee retention and performance (Osei et al., 2024). Competitive compensation and transparent feedback mechanisms significantly contributed to JS and organizational commitment (Richard & Chebat, 2015). Thus, according to the study of Yang et al. (2024), mentoring fostered a supportive environment, enabling employees to engage more proactively in their roles. Implementing these strategies would benefit COS employees and enhance

organizational effectiveness and workforce stability.

## **CONCLUSIONS**

This research comprehensively analyzed the EM and JS of COS employees in an NGA in the Philippines. Findings of the study revealed that COS employees have generally acceptable levels of EM and JS. Moreover, the study found no statistically significant relationship between satisfaction with workload and EM in terms of recognition from supervisors, professional development, and job security, suggesting that these motivational aspects have no significant linear association with JS in this context. Instead, NGA should focus on key motivational factors such as better compensation schemes and improved work environment to foster employee engagement and retention of COS employees. However, data analyzed using Pearson correlation reveal a consistent pattern of statistically significant, moderate positive relationships. Specifically, factors such as work recognition and appreciation by supervisors, opportunities for professional development, current salary, job security, and work environment support demonstrated a positive correlation with JS. These findings emphasized the importance of fostering a work environment where employees feel valued, supported, and provided opportunities to grow professionally. Employers and policymakers should take proactive steps to implement leadership training programs, ensure equitable salary structures, and develop clear career progression pathways to enhance employee JS. EM, which encompasses these communication elements, also exhibited a strong, moderate positive relationship with JS.

Furthermore, this study robustly supported the conclusion that enhanced EM across these dimensions is significantly linked to higher JS among COS employees. Given this, organizations should invest in employee-centered programs that promote recognition, career development, and workplace support, as these factors play a critical role in enhancing workforce morale and productivity. These results underscore the importance of fostering a work environment that prioritizes recognition, development, fair compensation, security, and support to cultivate a satisfied and motivated workforce. Likewise, career growth exhibited a strong positive correlation with JS. Therefore, organizations should prioritize these motivational elements to develop a more satisfied and engaged workforce. By doing so, they can reduce turnover rates, enhance employee performance, and strengthen overall organizational effectiveness.

Furthermore, the results of the study support established motivational theories by linking JS to organizational success, enhancing the understanding of workplace behavior. Practically, the results emphasize the importance of fostering a motivated workforce, suggesting that organizations investing in employee satisfaction will likely increase productivity and engagement. These insights can guide HR practices, strategies, and policies to create a positive work environment.

## **LIMITATION AND FURTHER RESEARCH**

Despite the valuable insights gained, it is essential to recognize the various limitations of this study. It has several areas that can be explored in the future. First, the study focused on one NGA, which limits the applicability of the findings to other public or private sectors/institutions. Second, it only utilized a cross-sectional design, which only collected data once and might not reflect variations in EM and JS over time. Further, it is advised that future research uses a longitudinal approach that can offer more detailed information about how these variables change. Third, relying on self-reported data may introduce biases, as employees might hesitate to express dissatisfaction or may not accurately convey their feelings. The study may not have considered external factors, such as economic conditions or personal circumstances, that could affect EM and JS. Lastly, qualitative research methods, such as focus groups and in-depth interviews, offer a more profound understanding of the challenges and individual experiences of COS employees, highlighting subtle

aspects that quantitative statistics may overlook.

In light of these limitations, the researchers recommend conducting longitudinal studies to track changes in EM and JS over time, involving a larger and more diverse participant pool for more representative results. Researchers also suggest studying other NGAs for comparison and identifying different factors affecting EM and JS. Addressing these areas could lead to better strategies for improving JS and engagement in the public sector. Additionally, future research should consider other variables, such as work-life balance and intrinsic motivation, to gain a more comprehensive understanding of these factors.

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