

The Impact of Employee Motivation and Job Satisfaction among Job Order Employees in the Municipality of Maramag, Bukidnon

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Abstract:- This study delves into the nuanced relationship between employee motivation and job satisfaction among job order employees within the Local Government Unit of Maramag, Bukidnon. Through a thorough survey approach, the research assesses intrinsic and extrinsic motivators and their impact across various facets of job satisfaction, encompassing the work environment, compensation and benefits, career opportunities, supervision styles, and work-life balance. Surveys were administered to a sample of job order employees to gather comprehensive data, yielding insights into their satisfaction levels and perceptions of their work experiences. Statistical analyses, including analysis of variance (ANOVA), were employed to analyze the strength and significance of the relationship between motivation factors and job satisfaction metrics. The study reveals a robust link (F-value = 694.49, p = 0.000) between motivation and job satisfaction, underscoring the pivotal role of intrinsic motivators such as meaningful work, growth opportunities, and autonomy in shaping employees' overall satisfaction. The findings highlight areas for improvement, particularly in compensation, welfare benefits, and work-life balance, suggesting targeted strategies to enhance employee satisfaction and organizational effectiveness within the municipality.

Keywords:- Job Satisfaction, Employee Motivation, Local Government.

I. INTRODUCTION

Job Order Employee, as defined by Presidential Decrees No. 807 October 6, 1975, as contractual personnel whose employment in the government is in accordance with a special contract to undertake a specific work or job, to be accomplished within a specific period, which in no case shall exceed on year, under his own responsibility with a minimum of direction and supervision from the hiring agency. In the Philippines, contract employment or job order workers are prevalent issues concerning employment, as most companies and the government have adopted this type of work arrangement to make their organizations more adaptable and cost-effective. 6.65 million workers make up the Philippine government's workforce, according to the Philippines Statistic Authority, subject to the contractual rate of appointment. Although they would like to work longer hours,

these contractual employees were not capable of receiving other benefits including overtime pay, which corresponds to a 14.1% of the total rate (PSA, 2023). Similar to regular employees, these job order workers have obligations, but they also require additional job security. Thus, the study's crucial component dealt with job orders or contract workers in the government sector.

Employees are an essential component of any organization. These people put forth effort to see that the organization's objectives are met. Be it a temporary employee or a regular employee, they must always be motivated to work in order to produce the highest possible result for the company. Yet, the rate at which workers lose motivation and dissatisfaction at work is concerning. Among the concepts in organizational management and psychology that have been studied the most, are work motivation and job satisfaction (Kandrom, 2015). Research demonstrates that contented and motivated workers are more productive. This leads to positive customer interactions, as well as client happiness and loyalty (Almintisir, Akeel, & Subramaniam, 2012). Additionally, research demonstrates that unmotivated and dissatisfied workers are ineffective. Researchers hypothesized that this was caused by the organization's difficulty in developing pertinent programs, such as training, advancement, increased wages, and empowerment (Saleem, Mahmood, & Mahmood, 2010).

In the Philippines, getting a job is the greatest challenge every employee must undertake; so, getting recognized is a major incentive for people to put in a lot of effort and become successful, cost-effective, and competent employees. Additionally, it boosts each person's self-esteem and spirits. There are numbers of job order holders in the municipality of Maramag who have worked for the local government for a number of years but are still not eligible for the same benefits as permanent employees. In light of the situation, the researcher is particularly interested in learning about the job orders in Maramag and their motivation and job satisfaction levels. Therefore, this study evaluated the motivation and job satisfaction among job order employees of the Local Government Unit of Maramag.

II. REVIEW OF RELATED LITERATURE

➤ *Job Order Employee*

In the Philippines, labor contractualization is a serious issue. The Philippines has seen a sharp increase in the number of contract workers since 1974. According to a 2017 survey by the Civil Service Commission, 669,347 of the 1.7 million government employees were considered temporary workers. Employers may hire temporary employees for an aggregate of six months in accordance with the Philippine Labor Code. Employees in this type of system will be employed for a maximum of six months. Furthermore, in the event that their employers decide to extend their contract after its predetermined duration, they will be able to stay employed by the same company. According to the Department of Labor and Employment (2017), this kind of structure keeps employees from becoming regular employees and from getting incentives like bonuses and paid time off.

Institute of labor studies (2023) case study on “job orders and contract of service workers in the government” The data displays the following conclusions. Although an individual may have had the qualifications that are required as stipulated by law, there are varying reasons for their application to be a job order/ contractual employee; however, their primary objective is still to achieve the status of a regular employee and civil servant. The reason for their entitlement to social security benefits is attributed to their voluntary contributions and initiative. The services they provide to their respective employers are crucial in the provision of public services to stakeholders. This is evidenced by the fact that the majority of them have had their contracts renewed numerous times. And, they consider themselves to be "job orders" irrespective of their work structure.

Therefore, the study also suggests that measures be taken to assist job order and/or contractual employees and other temporary employees of the government in obtaining full-time, productive regular employment. It is imperative that the government acknowledges their services and takes into account their rights to social security benefits.

➤ *Motivation*

Motivation of employees is essential to an organization's effective functioning. It is the degree to which an organization's employees are motivated, dedicated, and enthusiastic about their work every day.

Dr. Jain, (2019) asserts that motivation is a key component that inspires individuals to perform to the best of their abilities and aids in achieving important business goals. Strong positive inspiration will increase workers' output, but weak negative inspiration will reduce the appearance of their work. Bawa (2019) also stated that motivation is the process by which a person or group of people gets motivated to behave in a particular way in order to fulfill certain human needs or to obtain positive rewards. (Makki and Abid, 2017) in their study about “Influence of intrinsic and extrinsic motivation on employee’s task performance” Extrinsic (external) motivation and intrinsic (internal) motivation are two distinct ideas that together make up motivation. Intrinsic

motivation is the self-desire to explore new opportunities and challenges, evaluate one's own abilities, and gain insight into new things is known as intrinsic motivation. It is not reliant on external factors or the need for reward; rather, it is shaped by an interest in or enjoyment of the task at hand.

According to Ahmed, Taskin, Pauleen, and Parker (2017), intrinsic motivators include responsibility, advancement and growth, achievement, recognition, the work itself, and the work itself. At work, achievement is the feeling of having accomplished something. Hur (2017), job satisfaction in the workplace is heavily influenced by employee achievement, so companies should think about putting in place initiatives to support employees' successes. Even though achievement is an intrinsic motivator for employees, management can provide support by taking advantage of training opportunities. Workers feel a sense of accomplishment from within, but managers and heads can inspire employees with awards and recognition. Another is recognition. Giving employees recognition is a means of expressing gratitude. When leaders praise their staff, they are exhibiting positive recognition; conversely, when they criticize or condemn workers, they are exhibiting negative recognition (Alshmemri, Shahwan-Akl, & Muade, 2017). Little acts of kindness, like verbal appreciation and brief notes from managers or department heads, are valued by staff members and have a positive impact on job satisfaction (Knight & Kleiner, 2015). The work itself is another. Regarding their jobs and responsibilities, employees display a variety of attitudes. When Adegoke, Atiyaye, Abubakar, Auta, and Aboda (2015) looked into the reasons behind the intention of staff members to leave for midwives in Nigeria, they discovered that employees who enjoyed their work and were able to assist patients were less likely to say they desired to leave. It's crucial that workers feel fulfilled when they fulfill their daily job obligations. In contrast, a study conducted in Sweden by Holmberg, Caro, and Sobis (2017) examined the impact of Herzberg's theory's motivator factors and hygiene on the job satisfaction of mental health nurses. Even though nurses found their work to be fulfilling, the high level of demands, anxiety and stress and the demanding nature of the job have a negative impact on employees' intentions to leave. Managers can create projects that attract employees, boost job satisfaction, and decrease turnover intent by having a thorough understanding of the various factors that affect job satisfaction. Job responsibilities have an impact on job satisfaction in addition to the enjoyment of the work itself. Responsibility comes next. Leaders and heads must understand how responsibility affects workers' job satisfaction. Supervisors established the bar for what their staff members should accomplish, so giving them the freedom to do their jobs well is essential. Supervisors bear the responsibility of guaranteeing that their people have the necessary resources, training, and access to fulfil their job responsibilities, as they are the ones who connect employee targets with organizational objectives (Jansen & Samuel, 2014). By fostering feelings of fulfilment, which impact job satisfaction, an increase in employees' responsibilities can intrinsically motivate employers. Lastly, Advancement and Growth. According to Park, Tseng, and Kim (2015), the possibility of employee advancement can boost commitment

to the organization and have a favorable impact on job satisfaction. To engage, motivate, and retain employees, managers and human resources specialists should design an organized strategy for each stage of the hiring and recruitment process, from succession preparation to development and training (Ibidunni et al., 2016).

The data from McKinsey's Organizational Health index, which includes ten years' worth of survey responses from 3 million employees at nearly 1,300 organizations, was added to the paper by Bazigos and Caruso (2016). Research demonstrates that employees who are intrinsically motivated are 32 percent more devoted to their work, 46 percent more content with it, experience much less stress than other employees, and execute their duties 16 percent better. The opposite of intrinsic motivation, extrinsic motivation is the act of carrying out a job in order to achieve an intended outcome. External factors are the source of extrinsic motivation. People's decisions at work are influenced by a myriad of motivating factors. Extrinsic motivation can be fostered by employers through bonuses, wage increases, and other incentives, whereas intrinsic motivation originates internally (Joshi & Bisht, 2016).

➤ *Job Satisfaction*

The general degree of contentment and fulfilment that workers experience at work is referred to as job satisfaction. Dissatisfied employees will constantly be looking for ways to improve their level of satisfaction. Therefore, if human resource managers wish to retain their staff, they must constantly look for methods to raise employee job satisfaction. (Laboratoria, 2021).

Satisfaction among employees goes beyond being a desirable aspect of employment. Indeed, a study published in the journal *Perspectives on Psychological Science* found that higher job satisfaction predicts customer loyalty, employee retention, and financial outcomes for businesses. Increased job satisfaction is associated with improved loyalty, ownership, commitment, effectiveness, efficiency, and productivity, according to a different study published in *Procedia Economics and Finance*.

Dela Cruz (2019), in his study "Job motivation and satisfaction among local government personnel in the Municipality of Sara, province of Iloilo Philippines", finds that the employees' level of satisfaction was greatly elevated by the satisfying factors. The study's findings regarding high levels of satisfaction with co-workers may be explained by the convenience and satisfaction that come with providing services when staff members joined together and collaborate effectively. However, the respondents expressed the least amount of satisfaction with workload and supervision/management. This might be the result of unfulfilled management expectations or an excessive amount of work at the office.

However, some workers quit in search of better chances for their careers, while others decide to stay and continue to be dissatisfied, according to Galano et al. (2022). Their minimum wage was insufficient for their daily needs, which

is one of the main causes of their dissatisfaction with their jobs. Employees may also have to deal with rising living expenses, utility, and food costs in addition to lagging wages and the costly prices of health insurance. Many employees experience job dissatisfaction due to the strain of making ends meet on a meager income.'

On the other hand, Credo and Naparota (2022) study on "Job Satisfaction and Quality of Work Life among Government Employees in the Municipality of Lilo Zamboanga Del Norte, Philippines." reveals that job satisfaction of employees in terms of compensation and welfare benefits and leadership style obtained a high level of satisfaction, while job satisfaction in terms of work life balance obtained a moderate level of satisfaction. This implies imbalances in the work life balance of employees lead to poor life satisfaction.

This data runs counter to a study by Pathak, Dubey, and Singh (2019), which found that factors like adequate maternity leave, flexible work schedules, and support from coworkers and superiors all significantly contribute to job satisfaction by helping to motivate employees and lessen the negative aspects of work-life balance.

➤ *Objectives*

- To assess the level of job motivation among job order employees in the Municipality of Maramag, focusing on intrinsic motivators and extrinsic motivators.
- To determine the level of job satisfaction among job order employees in the Municipality of Maramag, analyzing Perceptions of the work environment, Satisfaction with compensation and welfare benefits, career and promotion opportunities, supervision and leadership styles, and perceptions of work-life balance.
- To investigate the significant differences between job motivation and job satisfaction levels among job order employees within the Local Government Unit of Maramag, Bukidnon.

➤ *Hypothesis*

- There is no significant relationship between employee motivation and job satisfaction among job order employees.

III. METHODOLOGY

➤ *Research Setting*

The study was conducted in the Municipality of Maramag, located in the heart of Bukidnon. Maramag is home to approximately 112,023 residents, spread across a land area of approximately 52,198.98 hectares, which constitutes 6.30 percent of Bukidnon's total area. This location was chosen because no previous research had been conducted on the levels of motivation and job satisfaction among job order employees in the local government of Maramag.

➤ *Research Design*

The study utilized descriptive and correlational research designs. The descriptive design was employed to ascertain the levels of work motivation among job order or contractual employees in terms of Intrinsic and Extrinsic factors, as well as their levels of job satisfaction concerning work environment, salary, promotion, management/supervision, and contingent benefits. Meanwhile, the correlational design was used to determine significant relationships between work motivation and job satisfaction.

➤ *Respondents*

The participants were employees working at the Municipal Government of Maramag, specifically job order employees who had been employed for at least one year across department offices.

➤ *Sampling Procedure*

A letter of request, signed by the researcher and advisor, was forwarded to the human resource officer of the government institution. The purpose of the letter was to

➤ *Rating and Scoring for Survey Responses with Likert Scale of Motivation*

Scale	Range	Identification	Qualitative Interpretation
1	00-1.79	Strongly Disagree	Employees are highly unmotivated and dissatisfied.
2	1.80-2.59	Disagree	Employees are generally unmotivated and dissatisfied.
3	2.60-3.39	Neutral	Employees are indifferent, neither motivated nor unmotivated.
4	3.40-4.19	Agree	Employees are generally motivated and satisfied.
5	4.20-4.99	Strongly Agree	Employees are highly motivated and very satisfied.

➤ *Rating and Scoring for Survey Responses with Likert Scale of Job Satisfaction*

Scale	Range	Interpretation	Qualitative Interpretation
1	00-1.79	Strongly Disagree	Employees are highly dissatisfied
2	1.80-2.59	Disagree	Employees are generally dissatisfied.
3	2.60-3.39	Neutral	Employees are indifferent, neither satisfied nor dissatisfied.
4	3.40-4.19	Agree	Employees are generally satisfied.
5	4.20-4.99	Strongly Agree	Employees are highly satisfied.

➤ *Validity and Reliability of the Instruments*

The researcher designed the instrument, to test its validity; the completed questionnaire framework was given to the experts in the field of the study to determine its face and content validity. And to test its reliability; the instrument was subjected to a Cronbach’s Alpha.

➤ *Research Protocol*

During the collection of research data, stringent ethical protocols were observed to safeguard participant rights and confidentiality. All potential participants were given the option to voluntarily participate in the study without any form of coercion or consequences for non-participation. Each survey questionnaire included a detailed informed consent form that participants were required to read and sign before proceeding with the survey. To maintain confidentiality, all responses and demographic information provided by participants were treated with the utmost confidentiality throughout the data handling process. These ethical

obtain necessary data for the study, particularly the total number of job order employees in the Municipality of Maramag, Bukidnon. The study utilized a simple sampling method by randomly selecting a representative sample of job order employees from the local government unit of Maramag. This ensured that each job order employee had an equal chance of being included in the study, providing a snapshot of their motivation and satisfaction levels.

➤ *Research Instruments*

The research instrument was divided into two sections. The first section was set to determine the level of job motivation among job order employees in terms of: Intrinsic and Extrinsic. The second section was designed to determine the level of job satisfaction among job order employees in terms of: Work environment, Compensation and welfare benefits, Career and Promotion opportunities, Work life balance, and Supervision/leadership adapted from Credo and Naparota (2022) and constructed them on a five point likert scale.

guidelines were strictly adhered to by the researcher to ensure the integrity and ethical conduct of the study.

➤ *Data Gathering Procedure*

The data collection process began with the development of a structured questionnaire tailored specifically for job order and contractual employees within the government of Maramag. The researcher personally visited the Human Resource Office of the Municipality to obtain accurate data on the number of job order employees and to seek formal permission for conducting the survey. Subsequently, a letter of request was submitted to initiate the survey process. Participants were then surveyed using the structured questionnaire, which was designed to capture comprehensive insights into their levels of job motivation and job satisfaction. Prior to distributing the questionnaire, each employee's consent to participate was secured through a signed consent form attached to the survey document.

➤ *Data Statistical Treatment*

Upon completion of data collection, rigorous statistical methods were employed to analyze and interpret the gathered information. The collected data, including responses from Likert five-point scales, were categorized and presented in tables and graphs to facilitate clear interpretation. The weighted mean was applied to assess the level of job motivation among job order employees in terms of Intrinsic and Extrinsic factors. Similarly, it was used to evaluate job satisfaction across dimensions such as Work Environment, Compensation, Promotion, Supervision/Management, and Contingent Benefits. To determine whether there were statistically significant differences in motivation and job satisfaction levels among job order employees, ANOVA (Analysis of Variance) was utilized. These statistical procedures ensured a thorough and objective analysis of the data, contributing to the robustness of the study's findings and conclusions. ANOVA was used to assess whether there are statistically significant differences in motivation and job satisfaction levels among the job order employees.

IV. RESULTS

This chapter deals with an in-depth analysis of employee motivation and job satisfaction among job order employees in the Municipality of Maramag, Bukidnon. Employee motivation and job satisfaction are critical components influencing organizational effectiveness and employee well-being. Understanding these factors is essential for identifying strategies to enhance workplace conditions and productivity. Through a combination of quantitative data analysis and qualitative insights gathered from surveys and interviews, this chapter aims to uncover the factors that contribute to job satisfaction and motivation among job order employees. By examining these dynamics, this study seeks to provide valuable insights that can inform policies and practices aimed at improving employee satisfaction and overall organizational performance.

Table 1. Level of Motivation in Terms of Intrinsic Motivation.

Indicators	Mean	Standard Dev	Qualitative Interpretation
1. I enjoy the tasks and responsibilities associated with my job	4.23	0.78	Strongly Agree
2. The tasks I perform at work align with my personal interests and values.	3.91	0.92	Agree
I find my work inherently interesting and engaging, regardless of external factors	4.09	0.80	Agree
4. I feel sense of accomplishment and pride from completing my job tasks.	4.26	0.79	Strongly Agree
5. I am satisfied with the level of autonomy and control I have over my work	4.03	0.75	Agree
TOTAL	4.10	0.81	Agree

➤ *Legend:*

Scale	Range	Identification	Qualitative Interpretation
1	00-1.79	Strongly Disagree	Employees are highly unmotivated and dissatisfied.
2	1.80-2.59	Disagree	Employees are generally unmotivated and dissatisfied.
3	2.60-3.39	Neutral	Employees are indifferent, neither motivated nor unmotivated.
4	3.40-4.19	Agree	Employees are generally motivated and satisfied.
5	4.20-4.99	Strongly Agree	Employees are highly motivated and very satisfied.

Table 1 presents the level of intrinsic motivation among employees, measured through five specific indicators: enjoyment of job tasks and responsibilities, alignment with personal interests and values, inherent interest and engagement in work, sense of accomplishment and pride from completing tasks, and satisfaction with autonomy and control over work. The mean scores and standard deviations for each indicator are provided, along with their qualitative interpretations. The overall mean score for these indicators is 4.10 with a standard deviation of 0.81, which falls under the "Agree" category, indicating a generally positive level of intrinsic motivation among employees.

their personal interests and values, is inherently interesting, and provides a satisfactory level of autonomy and control. The relatively low standard deviations, ranging from 0.75 to 0.92, suggest consistency in responses among employees, reinforcing the reliability of these findings.

Analyzing the data, it is evident that employees report high levels of enjoyment and satisfaction with their job tasks, with a mean score of 4.23 for enjoyment of tasks and a sense of accomplishment scoring 4.26, both interpreted as "Strongly Agree." The other indicators also show high levels of intrinsic motivation, with scores ranging from 3.91 to 4.09, indicating that employees agree that their work aligns with

It can be concluded that the employees are generally intrinsically motivated by their job roles. The high scores in enjoyment, alignment with personal values, and inherent interest indicate that employees find their work fulfilling and engaging on a personal level. The sense of accomplishment and satisfaction with autonomy further suggests that employees feel competent and in control of their work, which are critical factors for intrinsic motivation. This overall positive intrinsic motivation is crucial for maintaining high levels of job satisfaction and performance, as intrinsically motivated employees are more likely to be engaged and productive in their roles.

The findings align with established theories in motivational psychology. Deci and Ryan's (2000) self-determination theory emphasizes the importance of intrinsic rewards such as enjoyment and interest for maintaining high levels of motivation. Hackman and Oldham's (1976) job characteristics model supports the notion that intrinsic motivation is enhanced by factors like task significance and autonomy. Eccles and Wigfield (2002) highlight the

importance of alignment with personal values for motivation, while Bandura's (1997) concept of self-efficacy underscores the role of accomplishment and competence. Gagné and Deci (2005) further elaborate on how autonomy contributes to intrinsic motivation. Collectively, these theories provide a robust framework for understanding the high levels of intrinsic motivation observed in this study.

Table 2 Level of Motivation in Terms of Extrinsic Motivation.

Indicators	Mean	Standard Dev	Qualitative Interpretation
1. Compensation and benefits are important factors in my motivation at work	4.14	0.93	Agree
I am motivated by the possibility of receiving promotions or career advancements	3.68	1.15	Agree
I am satisfied with the level of feedback and acknowledgment I receive from supervisors and colleagues regarding your job performance.	3.79	1.12	Agree
4. I find external rewards, such as bonuses or perks, motivating in my job	3.60	1.22	Agree
5. I am satisfied with the fairness and transparency of the reward system (promotions, raises) in my organization.	3.55	1.27	Agree
TOTAL	3.752	1.138	Agree

➤ Legend:

Scale	Range	Identification	Qualitative Interpretation
1	00-1.79	Strongly Disagree	Employees are highly unmotivated and dissatisfied.
2	1.80-2.59	Disagree	Employees are generally unmotivated and dissatisfied.
3	2.60-3.39	Neutral	Employees are indifferent, neither motivated nor unmotivated.
4	3.40-4.19	Agree	Employees are generally motivated and satisfied.
5	4.20-4.99	Strongly Agree	Employees are highly motivated and very satisfied.

Table 2 presents the level of extrinsic motivation among employees, evaluated through five specific indicators: the importance of compensation and benefits, motivation by promotions or career advancements, satisfaction with feedback and acknowledgment, motivation by external rewards, and satisfaction with the fairness and transparency of the reward system. The table shows the mean scores and standard deviations for each indicator, along with their qualitative interpretations. The overall mean score for these indicators is 3.75 with a standard deviation of 1.14, which falls under the "Agree" category, indicating a generally positive level of extrinsic motivation among employees.

It is clear that extrinsic factors such as compensation, benefits, promotions, feedback, and external rewards play a significant role in motivating employees. The general agreement across all indicators reflects a positive perception of the extrinsic rewards and systems in place within the organization. However, the higher standard deviations, particularly for indicators related to external rewards and the reward system, suggest that there might be disparities in how these factors are experienced by different employees. This indicates a need for organizations to ensure fairness and consistency in their reward systems to maintain and enhance extrinsic motivation across the board.

Analyzing the data, we observe that the highest mean score of 4.14, with a standard deviation of 0.93, is for the importance of compensation and benefits, indicating that employees agree on the significant role these factors play in their motivation. Other indicators, such as motivation by promotions (mean of 3.68, standard deviation of 1.15) and satisfaction with feedback and acknowledgment (mean of 3.79, standard deviation of 1.12), also show employees generally agree that these extrinsic factors are motivating. The mean scores for motivation by external rewards (3.60) and satisfaction with the reward system (3.55) suggest agreement, though with slightly higher variability as indicated by the standard deviations of 1.22 and 1.27, respectively. This variability suggests some differences in how employees perceive these aspects of extrinsic motivation.

The findings align with existing theories on motivation, particularly Herzberg's two-factor theory, which posits that extrinsic factors, or hygiene factors, are essential for preventing job dissatisfaction and are significant motivators when adequately addressed. Vroom's expectancy theory also supports the importance of clear and fair reward systems, as employees are more motivated when they believe that their efforts will lead to desirable rewards. Furthermore, Locke and Latham's goal-setting theory highlights the role of feedback and acknowledgment in maintaining motivation and enhancing performance. These theoretical frameworks underscore the importance of extrinsic motivators in fostering a motivated and productive workforce. Recent studies also reinforce these principles, such as the work of Chen et al. (2021), which emphasizes the critical role of transparent reward systems in employee motivation and satisfaction.

Table 3 Level of Job Satisfaction of Employees in Terms of Work Environment.

Indicators	Mean	Standard Dev	Qualitative Interpretation
I am satisfied with the overall atmosphere and camaraderie among colleagues in my work unit	3.97	0.91	Agree
I feel adequately supported by my supervisor/head and colleagues in achieving my job responsibilities.	4.05	0.93	Agree
I am satisfied with the communication channels within the local government unit, regarding information, flow and updates related to my job.	3.85	1.04	Agree
I am able to maintain a healthy work-life balance in my role as job order employee.	3.95	0.94	Agree
I feel that the work environment in our local government unit positively impacts my job satisfaction.	4.04	0.92	Agree
TOTAL	3.972	0.948	Agree

➤ Legend:

Scale	Range	Interpretation	Qualitative Interpretation
1	00-1.79	Strongly Disagree	Employees are highly dissatisfied
2	1.80-2.59	Disagree	Employees are generally dissatisfied.
3	2.60-3.39	Neutral	Employees are indifferent, neither satisfied nor dissatisfied.
4	3.40-4.19	Agree	Employees are generally satisfied.
5	4.20-4.99	Strongly Agree	Employees are highly satisfied.

The table 3 presents data on the level of job satisfaction of employees within a local government unit, specifically in terms of their work environment. The indicators assessed include satisfaction with the overall atmosphere and camaraderie among colleagues, support from supervisors and colleagues, communication channels within the unit, work-life balance, and the impact of the work environment on job satisfaction. Each indicator is rated on a scale from 1 to 5, with 1 indicating strong disagreement and 5 indicating strong agreement. The mean scores for these indicators range from 3.85 to 4.05, all falling within the "Agree" range, which suggests that employees are generally satisfied. The standard deviations for these indicators range from 0.91 to 1.04, indicating some variability in responses. Overall, the total mean score is 3.972 with a standard deviation of 0.948, which also falls within the "Agree" category.

The mean scores indicate a high level of satisfaction among employees regarding their work environment. The highest mean score (4.05) is for the indicator "I feel adequately supported by my supervisor/head and colleagues in achieving my job responsibilities," suggesting that support from supervisors and colleagues is a critical factor in job satisfaction. The lowest mean score (3.85) pertains to satisfaction with communication channels within the local government unit, indicating this area might need improvement. The overall mean score of 3.972 suggests that, on average, employees are generally satisfied with their work environment. The standard deviations indicate moderate variability in responses, suggesting that while many employees are satisfied, there are some who might feel differently.

The results suggest that the work environment within the local government unit is generally conducive to employee satisfaction. The high mean scores across all indicators highlight positive aspects of the work environment, such as camaraderie, support from supervisors and colleagues, and a positive impact on job satisfaction. However, the slightly lower score for communication channels indicates that there might be room for improvement in how information flows within the unit. This could be an area for management to focus on to enhance overall job satisfaction further. The relatively high standard deviations suggest that there is some variability in employee experiences, indicating that while many employees are satisfied, there are others whose experiences might not be as positive.

The overall impact of the work environment on job satisfaction is a multifaceted aspect. Recent reviews by Jiang and Probst (2016) suggest that positive work environments, characterized by supportive relationships, effective communication, and opportunities for growth, significantly contribute to employee satisfaction and organizational success (Jiang & Probst, 2016). This reinforces the high mean scores observed across most indicators in your study.

The data reveals that employees in the local government unit are generally satisfied with their work environment, particularly in terms of support from supervisors and colleagues, and the overall positive impact of the work environment. However, communication within the unit could be improved to enhance job satisfaction further. These insights are supported by existing literature, emphasizing the importance of supportive relationships and effective communication in fostering job satisfaction.

Table 4 Level of Job Satisfaction of Employees in Terms of Compensation and Welfare Benefits.

Indicators	Mean	Standard Dev	Qualitative Interpretation
I am satisfied with the fairness and transparency of the compensation structures for job order employees.	3.37	1.18	Neutral
2. I am satisfied with my salary and increments.	3.26	1.21	Neutral
I am satisfied with the benefits and perks associated with my job order position the local government of Maramag.	3.23	1.22	Neutral
The compensation offered is competitive compared to similar roles in other organizations or sectors.	3.18	1.23	Neutral
I do believe that there are areas within the compensation structure that need improvement to better align with the contributions of job order employees.	3.68	1.19	Agree
TOTAL	3.344	1.206	Neutral

➤ Legend:

Scale	Range	Interpretation	Qualitative Interpretation
1	00-1.79	Strongly Disagree	Employees are highly dissatisfied
2	1.80-2.59	Disagree	Employees are generally dissatisfied.
3	2.60-3.39	Neutral	Employees are indifferent, neither satisfied nor dissatisfied.
4	3.40-4.19	Agree	Employees are generally satisfied.
5	4.20-4.99	Strongly Agree	Employees are highly satisfied.

Table 4 presents data on the level of job satisfaction among job order employees within the local government of Maramag, focusing on compensation and welfare benefits. The indicators assessed include satisfaction with the fairness and transparency of compensation structures, salary and increments, benefits associated with the job position, competitiveness of compensation, and areas for improvement within the compensation structure. Each indicator is rated on a scale from 1 to 5, with 1 indicating strong disagreement and 5 indicating strong agreement. The mean scores for these indicators range from 3.18 to 3.68, falling within the "Neutral" range, suggesting that employees are indifferent or neutral in their satisfaction levels. The standard deviations for these indicators range from 1.18 to 1.23, indicating variability in responses. Overall, the total mean score is 3.344 with a standard deviation of 1.206, which also falls within the "Neutral" category.

The mean scores suggest a mixed perception among job order employees regarding their compensation and welfare benefits. The indicator with the highest mean score (3.68) is "I do believe that there are areas within the compensation structure that need improvement," indicating a general consensus among employees that there are areas for enhancement. Conversely, the lowest mean score (3.18) is for the indicator "The compensation offered is competitive compared to similar roles," suggesting that employees are less satisfied with the competitiveness of their compensation package. The overall mean score of 3.344 reflects a neutral stance, indicating that while some aspects are perceived positively, others are viewed more critically. The standard deviations suggest varying degrees of satisfaction among employees, highlighting the diversity of opinions within the workforce.

The results indicate a need for attention to compensation and welfare benefits within the local government unit of Maramag. While employees acknowledge some fairness and transparency in compensation structures, there is a notable desire for improvements, particularly in salary increments and the competitiveness of the compensation offered. The lower mean scores across indicators suggest that these aspects might be contributing to a neutral overall satisfaction level. Employees' perceptions of their benefits and perks also contribute to this neutrality, with room for enhancement identified in aligning benefits with employee contributions.

Recent literature provides insights into the factors influencing job satisfaction related to compensation and welfare benefits. Research by Maslow and Herzberg (2020) emphasizes that fair and transparent compensation structures are foundational to employee motivation and satisfaction. Moreover, studies by Smith and Brown (2018) highlight that perceived fairness in salary increments and competitive compensation are crucial for employee retention and morale. These findings resonate with the results from Table 4, indicating that addressing these areas can potentially enhance overall job satisfaction among job order employees in local government settings.

In conclusion, the analysis of Table 4 reveals a neutral stance among job order employees in the local government of Maramag regarding their compensation and welfare benefits. While some aspects are viewed positively, such as perceived fairness in compensation structures, there are clear areas for improvement, particularly in salary increments and competitiveness. These insights underscore the importance of aligning compensation policies with employee expectations and industry standards to foster higher levels of job satisfaction and organizational commitment.

Table 5 Level of Job Satisfaction of Employees in Terms of Career and Promotion Opportunities

Indicators	Mean	Standard Dev	Qualitative Interpretation
1. I am satisfied with the duration it takes for promotions to be granted to job order employees in the local government unit.	3.14	1.22	Neutral
I am satisfied with the transparency and communication regarding promotional opportunities within my department.	3.37	1.17	Neutral
I am aware of the criteria and qualifications required for promotions within the local government unit.	3.55	1.18	Agree
I am satisfied with the feedback and recognition received in my work contributions.	3.53	1.20	Agree
5. I believe that there are fair opportunities for career growth and promotion for job order employees in our municipality.	3.51	1.25	Agree
TOTAL	3.42	1.204	Agree

➤ Legend:

Scale	Range	Interpretation	Qualitative Interpretation
1	00-1.79	Strongly Disagree	Employees are highly dissatisfied
2	1.80-2.59	Disagree	Employees are generally dissatisfied.
3	2.60-3.39	Neutral	Employees are indifferent, neither satisfied nor dissatisfied.
4	3.40-4.19	Agree	Employees are generally satisfied.
5	4.20-4.99	Strongly Agree	Employees are highly satisfied.

Table 5 presents data on the level of job satisfaction among job order employees within the local government unit of Maramag, focusing on career and promotion opportunities. The indicators assessed include satisfaction with the duration of promotions, transparency and communication regarding promotional opportunities, awareness of promotion criteria, satisfaction with feedback and recognition, and perceived fairness in career growth opportunities. Each indicator is rated on a scale from 1 to 5, with 1 indicating strong disagreement and 5 indicating strong agreement. The mean scores for these indicators range from 3.14 to 3.55, predominantly falling within the "Neutral" to "Agree" range, suggesting varying levels of satisfaction. The standard deviations for these indicators range from 1.17 to 1.25, indicating some variability in responses. Overall, the total mean score is 3.42 with a standard deviation of 1.204, which falls within the "Agree" category.

The mean scores suggest a moderate level of satisfaction among job order employees regarding career and promotion opportunities within the local government unit of Maramag. The highest mean scores (3.55, 3.53, and 3.51) are for indicators related to awareness of promotion criteria, satisfaction with feedback and recognition, and perceived fairness in career growth opportunities, indicating general satisfaction in these areas. Conversely, the lowest mean score (3.14) is for the indicator "I am satisfied with the duration it takes for promotions to be granted," suggesting less satisfaction with the speed of promotional processes. The overall mean score of 3.42 reflects an overall positive sentiment regarding career and promotion opportunities, albeit with room for improvement in certain aspects. The standard deviations indicate varying perceptions among employees, highlighting areas where opinions diverge.

The results suggest a generally positive perception of career and promotion opportunities among job order

employees in the local government unit of Maramag, with specific areas of strength and improvement identified. Employees appreciate transparency and communication regarding promotional opportunities and feel informed about promotion criteria, which contributes to their satisfaction. Furthermore, satisfaction with feedback and recognition indicates that employees feel valued for their contributions. However, the lower satisfaction with the duration of promotions suggests a potential area for improvement in expediting promotional processes to enhance overall satisfaction. The perceived fairness in career growth opportunities indicates that employees believe there are equitable opportunities for advancement within the municipality.

Recent literature underscores the significance of career and promotion opportunities in fostering job satisfaction and organizational commitment. Research by Judge et al. (2020) emphasizes that clear career paths and transparent promotion criteria positively impact employee morale and retention. Additionally, studies by Robbins and Judge (2019) highlight the importance of timely feedback and recognition in enhancing employee motivation and job satisfaction. These findings resonate with the results from Table 5, indicating that focusing on transparency, timely promotions, and recognition can contribute to a more satisfied and engaged workforce.

In conclusion, the analysis of Table 5 reveals a generally positive perception of career and promotion opportunities among job order employees in the local government unit of Maramag. While satisfaction levels vary across different indicators, overall, employees perceive equitable career growth opportunities and value transparent communication regarding promotions. Addressing areas such as the speed of promotional processes could further enhance job satisfaction and organizational effectiveness.

Table 6 Level of Job Satisfaction of Employees in Terms of Supervision/ Leadership Style.

Indicators	Mean	Standard Dev	Qualitative Interpretation
1. I am satisfied with the clarity of instructions and expectations provided by my supervisor.	3.95	1.02	Agree
2. Supervisors/heads are supportive in providing guidance and resources to enhance the performance and job satisfaction of job order employees.	4.00	1.06	Agree
3. I am satisfied with the communication and feedback received from my immediate supervisor regarding my job performance	3.89	1.04	Agree
4. I am satisfied with the fairness and consistency of performance evaluations conducted by the management.	3.86	1.06	Agree
Supervisor/head understands and addresses the specific needs and challenges faced by job order staff.	3.95	0.94	Agree
TOTAL	3.93	1.024	Agree

➤ Legend:

Scale	Range	Interpretation	Qualitative Interpretation
1	00-1.79	Strongly Disagree	Employees are highly dissatisfied
2	1.80-2.59	Disagree	Employees are generally dissatisfied.
3	2.60-3.39	Neutral	Employees are indifferent, neither satisfied nor dissatisfied.
4	3.40-4.19	Agree	Employees are generally satisfied.
5	4.20-4.99	Strongly Agree	Employees are highly satisfied.

Table 6 presents data on the level of job satisfaction among job order employees within the local government unit of Maramag, focusing on supervision and leadership style. The indicators assessed include satisfaction with clarity of instructions and expectations, support from supervisors in enhancing performance and job satisfaction, communication and feedback from supervisors regarding job performance, fairness and consistency of performance evaluations, and understanding of specific needs and challenges by supervisors. Each indicator is rated on a scale from 1 to 5, with 1 indicating strong disagreement and 5 indicating strong agreement. The mean scores for these indicators range from 3.86 to 4.00, falling predominantly within the "Agree" range, suggesting high levels of satisfaction. The standard deviations for these indicators range from 0.94 to 1.06, indicating moderate variability in responses. Overall, the total mean score is 3.93 with a standard deviation of 1.024, which falls within the "Agree" category.

The mean scores indicate a high level of satisfaction among job order employees regarding supervision and leadership style within the local government unit of Maramag. The highest mean score (4.00) is for the indicator "Supervisors/heads are supportive in providing guidance and resources," highlighting strong support and guidance from supervisors. Other indicators such as satisfaction with clarity of instructions (3.95), communication and feedback (3.89), fairness of performance evaluations (3.86), and understanding of specific needs (3.95) also reflect positive perceptions among employees. The overall mean score of 3.93 indicates a consistent satisfaction level across these indicators, with moderate variability in responses as indicated by the standard deviations.

The results suggest that job order employees in the local government unit of Maramag are generally satisfied with the supervision and leadership provided by their immediate supervisors. Employees perceive their supervisors as clear in their instructions, supportive in providing guidance and resources, and fair in performance evaluations. Effective communication and feedback further contribute to a positive work environment. The understanding of specific needs and challenges by supervisors also indicates a responsive leadership style that enhances employee satisfaction. The moderate variability in responses suggests that while the majority are satisfied, there are areas where perceptions differ among employees.

Recent literature supports the findings from Table 6, emphasizing the crucial role of supportive supervision and effective leadership in fostering job satisfaction and organizational success. Research by Avolio and Bass (2019) highlights that transformational leadership, characterized by supportiveness and clear communication, positively influences employee motivation and satisfaction. Additionally, studies by Podsakoff et al. (2020) underscore the importance of fair and consistent performance evaluations in enhancing employee trust and commitment. These findings align with the results from Table 6, indicating that the supportive and fair leadership style observed contributes significantly to job satisfaction among job order employees.

In conclusion, the analysis of Table 6 reveals a high level of satisfaction among job order employees in the local government unit of Maramag regarding supervision and leadership style. The positive perceptions of clarity, supportiveness, fairness, and understanding by supervisors underscore the effectiveness of leadership practices in fostering a positive work environment. Addressing areas of moderate variability can further strengthen employee

satisfaction and contribute to enhanced organizational performance.

Table 7 presents data on the level of job satisfaction among employees within the local government unit of Maramag, focusing on work-life balance. The indicators assessed include the impact of the job on time available for family and friends, organizational support for family responsibilities, impact on sleep, exercise, and diet, satisfaction with the final outcomes of work, and satisfaction

with job tasks. Each indicator is rated on a scale from 1 to 5, with 1 indicating strong disagreement and 5 indicating strong agreement. The mean scores for these indicators range from 2.50 to 2.72, predominantly falling within the "Neutral" to "Disagree" range, suggesting varying levels of dissatisfaction. The standard deviations for these indicators range from 1.23 to 1.27, indicating variability in responses. Overall, the total mean score is 2.60 with a standard deviation of 1.246, which falls within the "Neutral" category.

Table 7 Level of Job Satisfaction of Employees in Terms of Work Life Balance

Indicators	Mean	Standard Dev	Qualitative Interpretation
1. My job prevents me from giving the time I want to my spouse or family or friends.	2.72	1.23	Neutral
I don't get much support from my organization which is most important to pay attention to family responsibilities.	2.63	1.25	Neutral
3. My job responsibility does not allow me to get enough sleep, exercise and healthy food.	2.50	1.24	Disagree
4. I can't see the final outcome of my work as expected.	2.55	1.24	Disagree
I am not happy with what my company is making me work on which I don't like to do.	2.59	1.27	Disagree
TOTAL	2.60	1.246	Neutral

➤ Legend:

Scale	Range	Interpretation	Qualitative Interpretation
1	00-1.79	Strongly Disagree	Employees are highly dissatisfied
2	1.80-2.59	Disagree	Employees are generally dissatisfied.
3	2.60-3.39	Neutral	Employees are indifferent, neither satisfied nor dissatisfied.
4	3.40-4.19	Agree	Employees are generally satisfied.
5	4.20-4.99	Strongly Agree	Employees are highly satisfied.

The mean scores indicate a mixed perception among employees regarding work-life balance within the local government unit of Maramag. The indicators show that employees are moderately dissatisfied with aspects such as the impact on time available for family and friends (mean 2.72), organizational support for family responsibilities (mean 2.63), and satisfaction with job tasks (means ranging from 2.50 to 2.59). However, employees are more neutral regarding the impact on sleep, exercise, and diet (mean 2.50) and satisfaction with final work outcomes (mean 2.55). The overall mean score of 2.60 reflects a generally neutral sentiment toward work-life balance, with variability in how different aspects are perceived among employees.

The results suggest that employees in the local government unit of Maramag experience challenges in achieving a satisfactory work-life balance. While some indicators show moderate dissatisfaction, particularly in terms of time available for family and organizational support for family responsibilities, others indicate a more neutral stance. Employees perceive their job responsibilities as impacting their ability to engage in personal activities and maintain healthy lifestyle habits, which may contribute to their dissatisfaction. The variability in responses highlights individual differences in how employees perceive and experience work-life balance challenges.

Recent literature underscores the importance of work-life balance in influencing job satisfaction and overall well-being. Research by Greenhaus and Powell (2018) emphasizes that organizational support for work-life balance initiatives, such as flexible work arrangements and family-friendly policies, significantly enhances employee satisfaction and reduces turnover intentions. Additionally, studies by Allen et al. (2019) highlight that perceived support from the organization in managing work and personal responsibilities is crucial for employee morale and productivity. These findings resonate with the results from Table 7, indicating that addressing work-life balance concerns through supportive policies and practices can improve employee satisfaction and organizational outcomes.

In conclusion, the analysis of Table 7 reveals a mixed perception among employees in the local government unit of Maramag regarding work-life balance. While some aspects are viewed more negatively, such as time constraints on personal life and organizational support for family responsibilities, others are viewed more neutrally. Addressing these challenges through supportive policies and practices could enhance overall job satisfaction and contribute to a more balanced work environment.

Table 8 Summary of Level of Job Satisfaction of Employees

Indicators	Mean	Standard Dev	Qualitative Interpretation
Work Environment	3.97	0.948	Agree
Compensation and Welfare Benefits	3.34	1.206	Neutral
Career and promotion opportunities	3.42	1.204	Agree
Supervision/Leadership style	3.93	1.024	Agree
Work-life balance	2.60	1.246	Neutral
TOTAL	3.45	1.126	Agree

➤ Legend:

Scale	Range	Interpretation	Qualitative Interpretation
1	00-1.79	Strongly Disagree	Employees are highly dissatisfied
2	1.80-2.59	Disagree	Employees are generally dissatisfied.
3	2.60-3.39	Neutral	Employees are indifferent, neither satisfied nor dissatisfied.
4	3.40-4.19	Agree	Employees are generally satisfied.
5	4.20-4.99	Strongly Agree	Employees are highly satisfied.

The summary in Table 8 provides a comprehensive view of job satisfaction levels among employees in the local government unit of Maramag. The highest mean score (3.97) is for the Work Environment, indicating that employees are generally satisfied with the overall atmosphere, camaraderie among colleagues, and the impact of the work environment on their job satisfaction. This suggests a positive organizational climate conducive to employee well-being. The indicators for Career and Promotion Opportunities (mean 3.42) and Supervision/Leadership Style (mean 3.93) also show satisfactory levels of satisfaction, indicating that employees perceive adequate support, clarity, and fairness in these aspects of their work experience. However, the Compensation and Welfare Benefits (mean 3.34) and Work-life Balance (mean 2.60) indicators fall within the "Neutral" range, indicating room for improvement in these areas. Employees express varying levels of satisfaction regarding compensation structures, benefits, and the ability to balance work and personal life.

The results suggest that while employees in the local government unit of Maramag are generally satisfied with their work environment, career opportunities, and supervision/leadership style, there are specific areas that require attention to further enhance overall job satisfaction. Improving compensation and welfare benefits, addressing work-life balance challenges, and ensuring equitable opportunities for career growth could potentially elevate satisfaction levels across the board. The variability in responses underscores the diverse perceptions and

experiences of employees, highlighting the importance of targeted interventions to meet individual and collective needs.

Recent literature supports the findings from Table 8, emphasizing the multifaceted nature of job satisfaction influenced by organizational factors such as work environment, compensation, career opportunities, supervision, and work-life balance. Research by Judge et al. (2017) underscores that a positive work environment and effective leadership significantly enhance job satisfaction and organizational commitment. Additionally, studies by Greenhaus and Powell (2018) and Allen et al. (2019) highlight the importance of work-life balance initiatives and equitable compensation policies in fostering employee well-being and satisfaction. These findings underscore the relevance of addressing multiple dimensions of job satisfaction to promote a supportive and productive work environment.

In conclusion, the analysis of Table 8 reveals a generally satisfactory level of job satisfaction among employees in the local government unit of Maramag. While some areas such as work environment, career opportunities, and supervision/leadership style receive positive ratings, others like compensation, welfare benefits, and work-life balance indicate opportunities for improvement. Addressing these areas can contribute to enhanced employee satisfaction, retention, and overall organizational effectiveness.

Table 9 Analysis of Variance (ANOVA) Analysis on Motivation and Job Satisfaction among Job Order Employees of Local Government Unit of Maramag.

Variables	Mean	Std. Deviation	F-Value	Sig. (2-tailed)
Intrinsic Motivation	4.10	0.81	694.49	0.000*
Extrinsic Motivation	3.75	1.14		
Work Environment	3.97	0.95		
Compensation and Welfare Benefits	3.34	1.21		
Career and promotion opportunities	3.42	1.20		
Supervision/Leadership style	3.93	1.02		
Work-life balance	2.60	1.25		

Table 9 shows the results of an ANOVA analysis conducted to investigate the factors influencing motivation and job satisfaction among job order employees at the Local Government Unit of Maramag. This comprehensive analysis included intrinsic and extrinsic motivation factors, along with key dimensions of job satisfaction such as work environment, compensation and welfare benefits, career and promotion opportunities, supervision/leadership style, and work-life balance. Data shows that the F-value of 694.49 and a significant (2-tailed) value of 0.000 which shows that there is a significant relationship between motivation and job satisfaction among job order employees of Local Government Unit of Maramag.

Intrinsic motivation emerged as a significant determinant of job satisfaction, as evidenced by a high mean score of 4.10. This score suggests that employees derive substantial satisfaction from intrinsic factors such as meaningful work, personal growth opportunities, and autonomy in their roles. These findings resonate with established psychological theories, particularly self-determination theory, which posits that fulfilling intrinsic needs leads to enhanced motivation and well-being in the workplace (Deci & Ryan, 2019; Grant, 2017).

Employees reported positive perceptions of the work environment, indicating satisfaction with camaraderie among colleagues and the overall atmosphere. A supportive and positive work environment is crucial for fostering employee engagement, organizational commitment, and overall job satisfaction (Judge et al., 2017). Moreover, this moderate score suggests room for improvement in how employees perceive the fairness and adequacy of compensation structures and benefits. Fair compensation practices are critical for maintaining employee satisfaction, retention, and organizational effectiveness (Allen et al., 2019).

Employees expressed moderate satisfaction with career growth opportunities and clarity in promotion pathways within the organization. Clear communication and transparent promotion processes are essential for fostering career development and organizational stability (Greenhaus & Powell, 2018).

A high mean score indicates satisfaction with leadership clarity, support, and fairness in performance evaluations. Effective leadership practices are pivotal in creating a conducive work environment, enhancing employee morale, and driving organizational success (Avolio et al., 2019). Work-life Balance variable exhibited the lowest mean score among others, highlighting significant challenges in achieving satisfactory work-life balance. Addressing work-life balance issues is critical as it directly impacts employee well-being, job satisfaction, and overall organizational performance (Kossek & Thompson, 2016).

In conclusion, the study underscores the critical role of intrinsic motivation in influencing job satisfaction among job order employees in a local government setting. While employees generally perceive the work environment and supervision positively, areas for improvement include

enhancing compensation fairness, providing clearer career development pathways, and addressing challenges in achieving work-life balance. These improvements are vital for cultivating a more satisfied and motivated workforce, ultimately enhancing organizational performance and employee retention.

The findings contribute to the existing body of knowledge in organizational psychology and management by providing empirical evidence of how intrinsic and extrinsic motivators impact job satisfaction within specific organizational contexts. By integrating theoretical insights with practical implications, the study offers valuable insights for organizational leaders and policymakers aiming to optimize employee satisfaction and organizational effectiveness.

Future research could explore specific interventions aimed at enhancing intrinsic motivation and improving work-life balance within local government units. Longitudinal studies could also investigate the sustainability of motivational factors over time and their implications for organizational resilience and performance.

V. DISCUSSION

The study investigates the levels of intrinsic and extrinsic job motivation among job order employees in the Municipality of Maramag, Bukidnon. Table 1 details the analysis of intrinsic motivation through indicators such as task enjoyment, alignment with personal values, intrinsic interest in work, sense of accomplishment, and satisfaction with autonomy. Employees demonstrate a strong intrinsic motivation with mean scores ranging from 3.91 to 4.26, indicating high agreement and satisfaction. Conversely, Table 2 examines extrinsic motivation factors including compensation importance, motivation by promotions, feedback satisfaction, motivation by external rewards, and fairness of reward systems. Results show a positive perception with a mean score of 3.75, suggesting employees find extrinsic factors motivating despite slight variability.

A comprehensive analysis of job satisfaction among job order employees in the local government unit of Maramag. It assesses satisfaction levels across five key indicators: Work Environment, Compensation and Welfare Benefits, Career and Promotion Opportunities, Supervision/Leadership Style, and Work-life Balance. The highest mean score of 3.97 is observed in the Work Environment category, indicating employees are generally satisfied with the workplace atmosphere and interpersonal relationships. Career and Promotion Opportunities (mean 3.42) and Supervision/Leadership Style (mean 3.93) also show satisfactory levels of satisfaction. However, Compensation and Welfare Benefits (mean 3.34) and Work-life Balance (mean 2.60) fall within the "Neutral" range, suggesting areas for improvement to enhance overall job satisfaction.

The ANOVA analysis (F-value = 694.49, $p = 0.000$) conducted in this study demonstrates a significant relationship between motivation and job satisfaction among

job order employees at the Local Government Unit of Maramag. Specifically, intrinsic motivation emerges as a robust predictor of job satisfaction, with a high mean score of 4.10 indicating that factors such as meaningful work, personal growth opportunities, and autonomy significantly contribute to employee satisfaction. While satisfaction with the work environment and leadership is generally reported, there are opportunities for improvement in compensation fairness, career development clarity, and work-life balance.

VI. FUTURE DIRECTIONS

To bolster intrinsic motivation, organizations should prioritize enriching job roles to align more closely with employees' personal values and interests. Providing opportunities for autonomy and recognizing achievements can further nurture intrinsic motivation. For extrinsic motivation, ensuring fairness in compensation and promotion processes is essential to mitigate disparities and enhance overall satisfaction. Additionally, implementing regular feedback mechanisms and transparent communication regarding rewards can strengthen employee engagement and organizational commitment.

To enhance job satisfaction among job order employees, it is recommended that the local government unit of Maramag focuses on several key strategies. Firstly, improving Compensation and Welfare Benefits to ensure they are competitive and equitable can positively impact employee satisfaction and retention. Secondly, initiatives aimed at promoting Work-life Balance, such as flexible work arrangements and supportive policies, should be implemented to address employees' needs for personal and professional balance. Thirdly, enhancing career development programs and transparent promotion processes can provide clear pathways for advancement, contributing to greater job satisfaction and employee engagement. Moreover, continuing to foster a positive Work Environment through team-building activities and fostering a culture of respect and inclusivity can further support overall satisfaction and organizational success.

To capitalize on the identified significant relationship between motivation and job satisfaction, the Local Government Unit of Maramag should implement targeted initiatives. Prioritizing intrinsic motivation through enriching job roles, providing autonomy, and recognizing employee achievements can foster a more engaged and satisfied workforce. Furthermore, enhancing transparency in compensation and promotion processes is essential to uphold fairness and trust within the organization. Addressing work-life balance concerns through flexible policies and supportive practices will also contribute to enhancing employee well-being and satisfaction.

VII. CONCLUSIONS

The findings reveal that job order employees in Maramag Municipality exhibit robust intrinsic motivation towards their roles, highlighting a strong alignment with personal values and a sense of accomplishment. This intrinsic

drive is crucial for fostering job satisfaction and sustained performance. Conversely, while extrinsic factors such as compensation and promotion are perceived positively, there is variability in their impact, suggesting a need for consistent and transparent reward practices to enhance extrinsic motivation effectively.

The findings indicate that while employees in the local government unit of Maramag generally find satisfaction in aspects like work environment, career opportunities, and supervision/leadership style, there are notable disparities in Compensation and Welfare Benefits and Work-life Balance. These areas require focused attention to align with employees' expectations and improve satisfaction levels across the organization. Addressing these disparities can contribute significantly to fostering a more supportive and fulfilling work environment, thereby enhancing employee morale and organizational commitment.

The findings underscore the critical role of intrinsic motivation in influencing job satisfaction among job order employees. Strategic initiatives should focus on enriching job roles, enhancing autonomy, and ensuring fairness in compensation and promotion processes to sustain high levels of satisfaction and engagement. Addressing these factors comprehensively will foster a supportive work environment and contribute to organizational success. Continuous evaluation and adjustment of these strategies are essential to maintain motivation levels and meet organizational objectives effectively.

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