

# Work Motivation and Job Satisfaction of Local Government Employees in Matalam, Cotabato Philippines: A Basis for Intervention Program

Rowell P. Nitafan<sup>1</sup>, Janette C. Camay<sup>2</sup>

<sup>1</sup>Department of Social Science and Philosophy, University of Southern Mindanao, Philippines

<sup>2</sup>DPA Scholar, University of Mindanao, Philippines

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**Abstract**— *The study was a descriptive-correlational research. It primarily aimed to determine the significant relationship between the work motivation and job satisfaction of regular employees of the municipal local government of Matalam, Cotabato, Philippines. The study found out that regular employees have moderate level of work motivation with a high level of need of affiliation and achievement while moderate level of need of power. Moreover, the study determined that the regular employees have a high level of job satisfaction at work with high level of satisfaction on co-workers' support and work conditions while moderate level of satisfaction on benefits and managerial support. Moreover, the study also proposed an intervention program that the Heads, Supervisors and Human Resource Management Development Office may use as a keystone in addressing problems on work motivation explored in the study such as issues on wanting to be liked by others, finding themselves talking to those around them about non-work matters, inability to solve the problems that arise in work and issues on being in charge. The intervention program also had recommendations to address problems on job satisfaction of the regular employees such as issues on their current salary on meeting their qualification, colleagues on giving them opportunities to contribute ideas from various perspectives, contentment on working under the supervision, continuous feedback of the supervisor to help them achieve the goals, and meeting career objectives through the current jobs. Lastly, the research determined a positive yet low relationship between the work motivation and job satisfaction of the regular employees. Nevertheless, the study concluded that the correlation that was found between the variables was insignificant and due to probability. Also, no dimension of work motivation was found to be statistically significantly associated with any of the dimensions of job burnout.*

**Keywords**— *Intervention program, job satisfaction, local government units, regular employees, work motivation.*

## I. INTRODUCTION

The life of an organization depends on its employees. They are those who work to attain the goals of the organization. It is essential that they always have the drive to work to harvest the most productive outcome for the organization. However, it is alarming how employees become unmotivated and unsatisfied at work, and scholars perceive that this is due to the difficulty of the organization in crafting relevant programs, like providing essential trainings, formulating effective schemes for employee

promotion, salary increase and team empowerment (Saleem, Mahmood, & Mahmood, 2010). Organizations always adopt viable methods to improve the performance of every employee within their sphere.

Work motivation and job satisfaction are some of the most investigated constructs in organizational management and psychology (Kamdron, 2015). Spector (2003) referred motivation to a person's state of mind that causes him to act and react in a certain manner. He added that it could be the (a) one that directs him to adopt a certain behavior while he

or she is surrounded by other people or (b) his or her aspiration to attain a specific endeavor that is based on needs. A person's individual need is one of the drivers of his motivation that associates what type of motivation he or she has that is otherwise associated with how satisfied he or she is in his or her job.

Moreover, Aziri (2011) mentioned that job satisfaction ranges from extreme satisfaction to extreme dissatisfaction. It is understood through feelings of accomplishment and how every member of the organization triumphs in his or her work which can have a direct linkage to his or her performance and well-being as an employee. Additionally, George and Jones (2012) implied that the construct is explored by looking into how individuals believe, feel and perceive their respective jobs. Nonetheless, they also clarified that it is multifaceted, and researchers in the field have varying findings and recommendations about factors of job satisfaction. They usually relate it to motivation even though the significant relationship between the two (2) variables is still not very clear (Aziri, 2011). In categorizing the concept, Munir and Rahman (2015) inferred four (4) components of job satisfaction which comprise (a) benefit, (b) co-workers' support, (c) managerial support and lastly (d) work conditions.

Meanwhile, a plethora of studies has proven the significant association of the two variables - motivation and job satisfaction. Mullins (2005), an influential researcher in the field of job satisfaction, described it as an internal attitude that guides a person in attaining a certain goal. He added that studying it as a construct is difficult due to its complexity and multidimensionality. In addition, Ramayah, Jantan and Tadisina (2001) elucidated that how cheerful the employees are, and how they perform in their job depict the level of satisfaction they have in their jobs. Furthermore, Locke (1969) indicated that job satisfaction becomes visible among employees if they are happy, and if they achieved a certain goal or successfully did their part in their organization.

In linking motivation with job satisfaction, Kamdron (2015), in his research with 767 employees working in both private and public offices in Estonia, demonstrated that work motivation is strongly associated with job satisfaction. The same finding was divulged by Saleem, Mahmood and Mahmood (2010) in their study conducted to mobile telecom employees. However, Dartey-Baah and Harlley (2010) contradicted and said that the job satisfaction of the employees that does not necessarily predict their level of motivation. Similar was determined the other way around from motivation to job satisfaction. Nevertheless, she acknowledged that the satisfaction that an employee has is

associated with how well he or she performs the job, participates in the training that is given to him or her, including the level of empowerment, incentives and flexibility of his or her working hours.

Based on the extensive literature scanning conducted by the researchers in more than 60 studies and scholarly papers in different periodicals and research databanks online, it was found out that work motivation and job satisfaction were widely studied in the past years 20 years, and mostly were conducted among employees in the private sectors. However, it was explored that limited effort was made on ascertaining the constructs in the context of local government employees in the Philippines, especially in Mindanao as well as determining if there is significant correlation between the two variables or none. It was on these grounds that the study was conducted to fill-in the void in the said research areas and also serve as a reliable reference in crafting intervention measures that will address issues or problems on the levels of work motivation and job satisfaction among regular government employees.

## II. OBJECTIVES OF THE STUDY

It is a common parlance in organizational sciences that the employees are the most valuable asset of all. Hence, it is a basic principle that they should always be motivated to yield the most fruitful outcome in the organization. In this light, the study primarily aimed to determine the significant relationship between work motivation and job satisfaction of regular local government employees in Matalam, Cotabato.

Specifically, the researchers endeavored to accomplish the following:

1. Ascertain the level of work motivation of regular employees in terms of:
  - 1.1. Need of Achievement
  - 1.2. Need of Affiliation
  - 1.3. Need of Power
2. Find out the level of job satisfaction of regular employees in terms of:
  - 2.1. Benefit
  - 2.2. Co-workers' support
  - 2.3. Managerial support
  - 2.4 Work conditions
3. Determine the significant relationship between work motivation and job satisfaction.

4. Recommend an intervention program that will address problems or issues identified concerning the work motivation and job satisfaction of regular local government employees.

### III. HYPOTHESIS

The hypothesis of the study was tested at 0.05 level of significance:

H<sub>0</sub>: There is no significant relationship between work motivation and job satisfaction.

### IV. CONCEPTUAL FRAMEWORK

Figure one (1) presents the conceptual model of the study. The framework was patterned from the research work of Uy, Cabanatuan, De Castro, and Perez-Grajo (2016) who indicated that a correlation between variables is illustrated using an arrow that points one variable to another variable. The two variables that were investigated are work motivation and job satisfaction. Work motivation was ascertained as a multidimensional concept based on the theory and research work of McClland (1970). His categorization of work motivation includes three (3) components which comprise (a) need of power, (b) need of affiliation, and (c) need of achievement.

Furthermore, the study employed the concept of Munir & Rahman (2015) in assessing job satisfaction. Similarly, the construct was treated as a multicomponent variable composed of four (4) dimensions - (a) benefit, (b) co-workers' support, (c) managerial support and (d) work conditions.

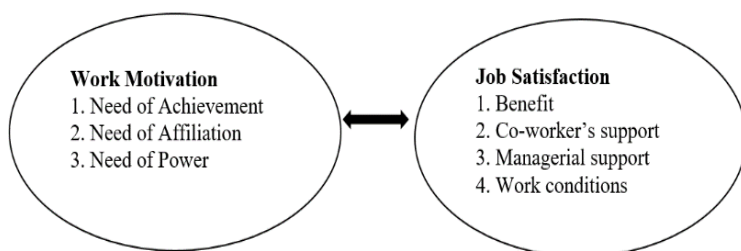


Fig.1: Conceptual Framework

### V. THEORETICAL FRAMEWORK

The conceptualization of the study is anchored on the constructs of McClland (1970), Munir and Rahman (2015), and two-factor theory of Herzberg (1959). Firstly, McClland (1970) theorized that there are three (3) needs that motivate people – achievement, affiliation, power. The first is demonstrated by the urgency to achieve and excel in

a certain goal in reference to a certain standard. Affiliation on the other hand is associated with establishing a good social relationship. On the other hand, Munir and Rahman (2015) indicated that there are four (4) indicators of job satisfaction which include (a) benefit, (b) co-workers' support, (c) managerial support, and (d) work conditions. Lastly, work motivation and job satisfaction were further explicated through the Two-factor theory of Frederick Herzberg (1959). Accordingly, there are factors that satisfy and dissatisfy employees. He classified these factors into hygiene and motivational factors. He referred hygiene factors to those that maintain motivation in a certain workplace. Examples are pay, organizational policies, benefits, the type of relationship that employees observed as well as the working environment itself. Meanwhile, motivating factors include those whose outcome is positive satisfaction like management recognition to employees, access to promotion and other forms of opportunities and meaningfulness of their work.

### VI. METHODOLOGY

#### Research Design

This research utilized a descriptive and correlational research designs. Descriptive research design was used to ascertain the level of work motivation of regular employees in terms of need of achievement, need of affiliation, and need of power as well as their level of job satisfaction in terms of benefit, co-workers' support, managerial support, and work conditions. Correlational design was used to determine the significant relationship between work motivation and job satisfaction.

#### Research Locale

This study was conducted in the local government unit of Matalam, Cotabato. Matalam is a first class municipality in the province of Cotabato geographically known for its palm shape. At present, the municipality is composed of 34 barangays inhabited by diverse ethnic groups such as Maguindanaon, Ilocano, Ilonggo, and Cebuano.

#### Respondents of the study

The respondents of the study were regular employees of various offices in the local government of Matalam, Cotabato, Philippines. There were a total of 105 regular employees who participated in the study.

#### Sampling Method

The researchers employed total enumeration purposive sampling in selecting the regular local government employees who will participate in the research. To meet the adequacy criterion, all regular employees of the local

government of Matalam, Cotabato were included in the study.

### Instrumentation

A survey questionnaire was used in gathering the needed data of the study. It is basically divided into three (3) parts. The first part asked the profile of the respondents. The second part focused on obtaining data for work motivation. It was made based on the study of McClland (1970). It was composed of 12 items divided into three (3) indicators. Lastly, the third part was 16-items divided into four (4) indicators modified from the study of Munir and Rahman (2015) on job satisfaction.

Furthermore, the instrument was submitted to a validation by experts. In terms of content reliability and internal consistency, the instruments were subjected to a Cronbach's Alpha. The Cronbach coefficient of the scale for work motivation was 0.79. On the other hand, the Cronbach coefficient of the scale for job satisfaction was 0.93. Both were found to be above the acceptable level (.70) recommended by Nunnally and Bernstein (1994).

### Method of Data Analysis

The data collected were statistically treated using weighted mean and Spearman's Rank-Order Correlation (Spearman rho). Weighted Mean was used in determining the level of work motivation in terms of need of achievement, need of affiliation and need of power and the level of job satisfaction in terms of benefit, co-workers' support, managerial support, and work conditions of regular employees of the local government of Matalam, Cotabato. Furthermore, Spearman's Rank-Order Correlation (Spearman rho) was used in determining the significant relationship between work motivation and job satisfaction.

## VII. RESULTS AND DISCUSSION

This chapter presents the findings of the study and their corresponding interpretations. It is divided into four (4) themes. First is the level of work motivation; second is the level of job satisfaction of the regular employees at work; third is the correlation findings between work motivation and job satisfaction of the regular employees; the last section is the proposed intervention program of the study.

### 1. Respondents' Work Motivation

Motivation is one of the keys for a productive employee performance, increased organizational commitment and cooperation (Latham & Ernst, 2006). Accordingly, it is a behavioral process that occurs as a result of inverse interaction between the employee and work environment that affects the person's diligence to work, decisions and

efforts. However, Kanfer (1990) indicated that motivation cannot be directly observed and must be analyzed by looking into the behavior of the person caused by environmental elements which can be viewed through his or her knowledge, personality and capabilities. McClland (1970), one of the earliest and most prominent researchers in field, inferred that it is a multidimensional concept divided into three (3) elements – need of achievement, need of affiliation, and need of power.

Table 1. Respondents' Work Motivation

Indicators	Weighted Mean	Interpretation
1.1. Need of achievement	3.616	High
1.2. Need of affiliation	3.556	High
1.3. Need of power	3.313	Moderate
<b>Overall Level of Work Motivation</b>	<b>3.485</b>	<b>Moderate</b>

Legend:

Mean Scale	Interpretation	Mean Scale	Interpretation
4.50-5.00	Very high level	1.50-2.49	Low level
3.50-4.49	High level	1.00-1.49	Very low level
2.50-3.49	Moderate level		

Table one (1) presents the overall level of work motivation in terms of need of achievement, affiliation, and power of regular employees of the LGU Matalam. Results revealed that the level of work motivation is moderate (WM=3.485) among regular employees of the LGU Matalam. Taken individually, the need of achievement (WM=3.616) and need of affiliation (WM=3.556) were high, while the need of power (WM=3.313) of regular employees was moderate.

This means that regular employees of the LGU Matalam are highly motivated if they are willing to build a strong relationship with co-workers, enjoying belonging to group and organizations and working with others more than working alone. They are also highly motivated if they are able to make an effective contribution to what the organization does and effectively solve the problems that arise in their work.

Furthermore, the study of Ismajli, Zeqiri, Qosja, and Krasniqi (2015) indicated several factors that motivate employees, especially those that work in local governments. They indicated that the salary of workers and opportunities for professional development and promotion appeared to be the major factors that induce employees' work motivation. In addition, they have proven that work conditions, evaluation and unbiased assessment of employee performance are also important determinants of work motivation.

Meanwhile, Ghodrati & Tabar (2013) added that job security, good salary, benefits and promotion scheme as

well as interesting job determine work motivation. Nevertheless, job security is a major factor that motivates newly employed employees while job attractiveness and sense of being considered are determined to motivate old employees at work.

Table 2. Respondents' Job Satisfaction

Indicators	Weighted Mean	Interpretation
2.1. Benefits	3.310	Moderate
2.2. Co-workers' support	3.898	High
2.3. Managerial support	3.452	Moderate
2.4. Work conditions	3.696	High
<b>Overall Level of Job Satisfaction</b>	<b>3.589</b>	<b>High</b>

Legend:

Mean Scale	Interpretation	Mean Scale	Interpretation
4.50-5.00	Very high level	1.50-2.49	Low level
3.50-4.49	High level	1.00-1.49	Very low level
2.50-3.49	Moderate level		

## 2. Respondents' Job Satisfaction

Job satisfaction is one of the most studied concepts in the field of organization and management. In understanding job satisfaction, it is imperative that one needs to observe and analyze human activities (Aziri 2011). Moreover, researchers interpret and describe job satisfaction according to their personal views. In defining the concept, Hoppock (1935) indicated that job satisfaction is formed by people's working environment and needs, and these two factors push them to become honest with how happy they are in their employment. Job satisfaction is represented by what makes people feel satisfied. Moreover, Vroom (1964) added that individuals who are effectively oriented with their task and schedules have the higher chance to be satisfied in their job. This makes workplace to predict it.

Furthermore, Locke (1969) argued in his study that job satisfaction becomes visible among employees if they are happy, and if they achieved a certain goal or successfully did their part in their organization. Munir & Rahman (2015) added that it is important to consider the various elements that form job satisfaction. They said that job satisfaction is not a one-dimensional concept, but rather viewed as multifaceted to extensively define and illustrate it. In their model, they suggested four (4) components of job satisfaction which comprise (a) benefit, (b) co-workers' support, (c) managerial support and lastly (d) work conditions. It was on this light that the researchers explored the construct as multidimensional.

Table two (2) presents the overall level of job satisfaction in terms of benefits, co-workers' support, managerial support, and work conditions of regular employees of the

LGU Matalam.

Results revealed that the level of job satisfaction is high (WM=3.589) among regular employees of the LGU Matalam. Taken individually, the respondents' job satisfaction on their co-workers' support (WM=3.898) and work conditions (WM=3.696) were high, while their job satisfaction on the managerial support (WM=3.452) and benefits received (WM=3.310) were moderate.

This means that regular employees of the LGU Matalam are highly satisfied in their job if their colleagues always share information and knowledge to enhance the quality of their performance and always give moral support to perform their task. They are also highly motivated if their job roles are in line with their job description, if their current job gives them an opportunity to use their skills and abilities, if their work offers training for a better work productivity, and if their current job meets their career objectives.

Meanwhile, in the study of Parvin & Kabir (2011) affirmed the finding of the study indicating that one of the most important factors contributing to the job satisfaction is co-workers' relations. Other important factors include salary, efficiency in work, and fringe supervision. Likewise, Kapur (2018) confirmed the result of the study demonstrating that working environmental conditions influence the job satisfaction of employees. She also indicated that job security, opportunities to use of skills, managing the people, monetary compensation, and supervisor support also influence employee job satisfaction.

## 3. Relationship between Work Motivation and Job Satisfaction

Table three (3) presents the correlation analysis findings between work motivation and job satisfaction of regular employees of the Matalam LGU. The study found out that the work motivation of the regular employees does not significantly correlate with their job satisfaction. However, a low and positive relationship was found between the two (2) variables ( $r_s=0.456$ ). This means that as work motivation increases to some extent, the job satisfaction of the regular employees will also follow. However, since the correlation found was not statistically significant, the low and positive relationship found between work motivation and job satisfaction was unlikely true and due to probability.

The findings of the study corroborate with the study of Darley-Baah (2010) who indicated that work motivation that employees have at work does not necessarily predict their job satisfaction levels. However, there are studies that contradicted the findings of this research and indicated that work motivation is strongly associated with job satisfaction.

Such studies were conducted by Kamdron (2015) among 767 respondents working in both private and public offices in Estonia and Saleem, Mahmood and Mahmood (2010) who conducted a study among mobile telecom employees.

Meanwhile, the study found out that none of the dimensions of work motivation is significantly associated with any of the dimensions of job burnout. Nevertheless, a positive yet low correlation was found between need of affiliation and benefits ( $r_s=0.500$ ); a positive and moderate relationship was found between need of affiliation and co-workers' support ( $r_s=0.632$ ), a negative yet high correlation was found between need of affiliation and managerial support ( $r_s=-0.778$ ); lastly, a positive yet very low correlation was found between need of affiliation and work conditions ( $r_s=0.211$ ). On the other hand, a negative and moderate association was found between need of achievement and benefits ( $r_s=-0.632$ ); a negative yet high correlation was found between need of achievement and co-workers' support ( $r_s=-0.800$ ); a negative yet high correlation was found between need of achievement and managerial support ( $r_s=0.738$ ); lastly, a negative yet low correlation was found between need of achievement and work conditions ( $r_s=-0.400$ ).

Thirdly, a negative yet very high association was found between need of power and benefits ( $r_s=-0.949$ ); a negative yet very high correlation was found between need of power and co-workers' support ( $r_s=-0.800$ ); a negative and low correlation was found between need of power and managerial support ( $r_s=-0.316$ ); lastly, a positive yet low correlation was found between need of power and work conditions ( $r_s=0.400$ ).

Meanwhile, positive correlations between the dimensions of work motivation and job satisfaction suggest that both of them move in a similar direction. This implies that as the dimension of work motivation increases, the dimension of job satisfaction to which it is positively associated will also increase. On the other hand, negative correlations between the dimensions of work motivation and job satisfaction suggest that they move in an inverse direction. This implies that as the dimension of work motivation increases, the dimension of job satisfaction to which it is negatively linked will decrease.

Table 3. Relationship between Work Motivation and Job Satisfaction

Work Motivation	Job Satisfaction			
	Benefits	Co-Workers' Support	Managerial Support	Work Conditions
	$r_s=0.500^{ns}$ $p=0.500$	$r_s=0.632^{ns}$ $p=0.368$	$r_s=-0.778^{ns}$ $p=0.222$	$r_s=0.211^{ns}$ $p=0.789$
Need of Affiliation	$r_s=0.500^{ns}$ $p=0.500$	$r_s=0.632^{ns}$ $p=0.368$	$r_s=-0.778^{ns}$ $p=0.222$	$r_s=0.211^{ns}$ $p=0.789$
Need of Achievement	$r_s=-0.632^{ns}$ $p=0.368$	$r_s=-0.800^{ns}$ $p=0.200$	$r_s=0.738^{ns}$ $p=0.262$	$r_s=-0.400^{ns}$ $p=0.600$
Need of Power	$r_s=-0.949^{ns}$ $p=0.051$	$r_s=-0.800^{ns}$ $p=0.200$	$r_s=-0.316^{ns}$ $p=0.684$	$r_s=0.400^{ns}$ $p=0.600$

ns=not significant at 0.05 level of significance (2-tailed).

#### 4. Proposed Intervention Program

To address the identified issues or problems on the work motivation and job satisfaction of regular employees, a training was designed and attached by the researchers in this research. The training design generally aims to enhance the work motivation and job satisfaction of the regular employees of the local government unit of Matalam, Cotabato province. It specifically sought to create an understanding of the biology of work motivation and job satisfaction, particularly its definition, indicators as well as some of the individual and institutional strategies to improve work motivation and job satisfaction. It also sought to develop a sense of work appreciation among them and establish a co-workers' and managerial support at work.



University of Southern Mindanao



Municipality of Matalam

#### RESEARCH PROPOSED INTERVENTION PROGRAM

**Objective of the study:** Recommend an intervention program that will address the issues or problems identified in the study pertinent to work motivation and job satisfaction.

**Major issues identified in the study:**

##### 1. Work Motivation

###### Need of affiliation

1. Being liked by others
2. Finding themselves talking to those around them about non-work matters.

###### Need of achievement

1. Inability to solve the problems that arise in work:

###### Need of power

1. Being in charge

##### 2. Job Satisfaction

###### Benefits

1. Current salary on meeting their qualification

###### Co-workers' support

1. Colleagues on giving me opportunities to contribute ideas from various perspectives.

###### Managerial support

1. Contentment working under the supervisor's supervision.
2. Continuous feedback of the supervisor to help them achieve the goals

###### Working conditions

1. Meeting career objectives through the current job.

**Title:** Seminar - Forum on Job Satisfaction & Team Building

**Theme:** *Uswag Matalam: Strengthening the work motivation and job satisfaction of the LGU employees*

The program is divided into four (4) phases – the opening program, seminar proper, team building, and closing ceremony. At the end of the training, it is expected that the regular employees will be more motivated towards their

work and will have a higher level of job satisfaction. Lastly, the training will make the human resource management office of the LGU Matalam more proactive, especially in addressing the issues on the work motivation and job satisfaction of its regular employees.

**Participants:** Regular employees of the Local Government of Matalam, Cotabato, Philippines

**Date:** December 28, 2020

**Venue:** Municipal Gymnasium

**Proposed budget:** PHP 20,000.00

**Expected activity key results:**

- The following goals will be attained after the conduct of the training:
- ✓ The regular employees will be more motivated towards their work:
  - ✓ The regular employees will have a higher level of job satisfaction
  - ✓ Proactive human resource management, especially in addressing issues on employees' work motivation and job satisfaction

**Methodology:**

- Part I: Seminar-workshop
- Part II: Employee Team Building

**Training objectives:**

The proposed training generally aims to enhance the work motivation and job satisfaction of the regular employees. Specifically, the training will:

1. Create an understanding about the biology of work motivation & job satisfaction in terms of:
  1. Definition
  2. Indicators of work motivation & job satisfaction
  3. Individual and institutional strategies to increase work motivation & job satisfaction
2. Develop a sense of work appreciation:
3. Establish a co-workers' and managerial support

In the study of Camay (2020), several issues were found on the work motivation and job satisfaction of the regular employees. Such problems on work motivation comprise being liked by others and finding themselves talking to those around them about non-work matters for need of affiliation; inability to solve the problems that arise in work for need of achievement; lastly, being in charge for need of power. The issues identified on job satisfaction include current salary on meeting their qualification for benefits, colleagues on giving me opportunities to contribute ideas from various perspectives for co-workers' support; contentment working under the supervisor's supervision and continuous feedback of the supervisor to help them achieve the goals for managerial support; lastly, meeting career objectives through the current job for working conditions.

**Rationale:**

The life that an organization has depends on its employees. They are those who work to attain the goals of the organization. It is essential that always have the drive to work to harvest the most productive outcome for the organization. However, it is alarming that there are employees who are unmotivated and unsatisfied on their work, and scholars perceive that it is due to the difficulty of the organization in crafting programs, like providing essential trainings, formulating effective schemes for employee promotion, salary increase and team empowerment (Saleem. Mahmood, & Mahmood, 2010).

**TRAINING PROGRAM**

**Seminar-workshop on Job Burnout Prevention & Employee Formation**

**Theme:** Uswag Matalam: Strengthening the work motivation and job satisfaction of the LGU employees

December 28, 2019

Municipal Gymnasium, Matalam, Cotabato

**I. Opening Program**

Prayer	8:00-8:05 AM
Philippine National Anthem	8:06-8:15 AM
Opening Remarks	8:16-8:35 AM
Inspirational Message	8:36-9:00 AM
Intermission Number	9:01-9:10 AM
Statement of Purpose	9:11-9:16 AM
Introduction of the Resource Speaker	9:17-9:30 AM

**II. Seminar Proper**

Lecture	<b>Seminar on the biology of work motivation</b>
	Proposed topics:
	1. Definition
	2. Indicators of work motivation
	3. Individual and institutional strategies to increase work motivation
	9:31-10:31 AM
	4. Working conditions
	11:33-12:29 NN

**LUNCH BREAK**

**III. Team Building Activity 1**

**Activity 2**

**Activity 3**

**Activity 4**

**Activity 5**

**Activity 6**

**I. Closing Ceremony**

Closing Remarks 4:31-4:45 PM

**CHECKOUT** 4:46 PM

<b>Long Booodle Fight</b>	12:30-01:00 PM
<b>Dog, Rice, Chicken</b>	01:01-2:00 PM
<b>Talking in Circles</b>	2:01-2:30 PM
<b>Escape Room</b>	2:31-3:00 PM
<b>Two Sides of Coin</b>	3:01-3:30 PM
<b>Blind Drawing</b>	3:31-4:00 PM
<b>Employee Recollection</b>	4:00-4:30 PM

**Proposed Speaker:**  
**JERMAINE JOIEE B. TORRES**  
 Officer, Human Resource Management  
 Development Office (HRMDO)  
 Matalam, Cotabato

Lecture

**Seminar on the biology of job satisfaction**

Proposed topics:

1. Definition
2. Indicators of job satisfaction
3. Individual and institutional strategies to increase job satisfaction

**Proposed Speaker:**  
**JERMAINE JOIEE B. TORRES**  
 HRMO  
 Matalam, Cotabato

10:32-11:32 AM

Forum on Job Satisfaction

Agenda:

1. Benefits
2. Co-workers' support
3. Managerial support

In the study of Camay (2020), several issues were found on the work motivation and job satisfaction of the regular employees. Such problems on work motivation comprise being liked by others and finding themselves talking to those around them about non-work matters for need of affiliation; inability to solve the problems that arise in work for need of achievement; lastly, being in charge for need of power. The issues identified on job satisfaction include current salary on meeting their qualification for benefits, colleagues on giving me opportunities to contribute ideas from various perspectives for co-workers' support; contentment working under the supervisor's supervision and continuous feedback of the supervisor to help them achieve the goals for managerial support; lastly, meeting career objectives through the current job for working conditions.

It is on these research findings that the training was designed to increase the work motivation and job satisfaction of the regular employees of the municipal local government of Matalam, Cotabato.

## VIII. CONCLUSION

The following were the conclusions of the study:

1. Regular local government employees have a moderate level of work motivation, wherein a high level of work motivation in terms of need of affiliation and achievement and moderate level of work motivation in terms of need of power were found among them:
2. The respondents of the study have a high level of job satisfaction, wherein a high level of job satisfaction in terms of co-workers' support and work conditions and moderate level of job satisfaction in terms of benefits and managerial support were found among them.
3. There is no significant relationship between the work motivation and job satisfaction of the regular employees of the municipal local government of Matalam, Cotabato.

4. None of the dimensions of work motivation has a significant relationship with any of the dimensions of job satisfaction of regular employees of the LGU Matalam.

## IX. RECOMMENDATIONS

Out of the results determined in the study, the researchers recommended the following:

1. To address the issues or problems identified on work motivation and job satisfaction among the regular employees, the researchers recommended that the heads, supervisors and the human resource management development officer shall use the proposed intervention program of the study as a keystone on addressing such issues or problems pertinent to work motivation and job satisfaction:
2. The study shall be conducted to other government agencies in the country to justify whether the results of the study corroborate with the experiences or perceptions of their employees on work motivation and job satisfaction:
3. Future researchers shall venture other variables that possibly correlate with work motivation and job satisfaction such as organizational voice and silence, commitment, engagement and performance.
4. A study that determines the significant differentiation of work motivation and job satisfaction of the local government employees when analyzed according to their socio-demographic characteristics like age and gender is proposed to be conducted.

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