

Job Satisfaction and Motivation of DepEd Employees

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Abstract

There has been too little study about job satisfaction and motivation among employees in various government agencies. Despite this, government workers are presumed to be satisfied and motivated because of their compensation, benefits, and job security. It is in this premise that this paper determined the level of job satisfaction according to compensation and benefits, workload, and support from management and the level of motivation in the areas of intrinsic rewards, extrinsic rewards, and career growth of employees in a City Schools Division using the descriptive research design. Purposive sampling was used to determine the 65 respondents who answered a self-made survey questionnaire that has hurdled the rigorous validity and reliability tests. Data showed most respondents were younger, belonged to the lower income group, and had a shorter length of service. In terms of compensation and benefits, employees have a very high level of job satisfaction. There is high satisfaction in terms of workload and support from management. Additionally, employees are highly motivated at work in all three areas. Results showed no significant difference in job satisfaction in all areas. Furthermore, job motivation among employees did not significantly differ based on intrinsic rewards and career growth. However, a significant difference was found in extrinsic rewards when job motivation was compared among groups based on age. The findings call for a thorough review of the prevailing policies and procedures of the organization to address areas with gaps in job satisfaction and motivation.

Keywords: Job satisfaction, job motivation, non-teaching, government, Philippines

Bio notes:

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Introduction

Nature of the Problem

Employee satisfaction is a valuable factor in the success of any business or organization. Employee job satisfaction measurement is one way to establish whether employees are pleased and comfortable with their work. Employees are satisfied if their performance meets expectations and are happy with what they obtain. Angeles et al. (2015) believe that a high level of satisfaction indicates that job or service efficacy and performance have improved.

The employee is dissatisfied if there is no intrinsic incentive. Employees in the finance department are burdened with safeguarding the government's assets and are considered the vanguard of taxpayers' money. Despite this heavy responsibility, they are not provided with an appropriate salary commensurate with the risks involved, a workload that is fair and reasonable, and appropriate

promotional opportunities. This may result in the employees' dissatisfaction and demotivation in their current job.

There has been too little study about job satisfaction and motivation among employees in various government agencies. Despite a lack of study, there is a generalization and bias that government workers are presumed to be satisfied and motivated because of their compensation and benefits and the job security they enjoy.

Current State of Knowledge

Job Satisfaction

Basilio et al. (2017) define job satisfaction as a multi-defined term. It is best described as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." Numerous factors affect job satisfaction, such as employee compensation and benefits, the working conditions, the work itself, workplace relationships, company policies, employee appraisal and recognition, and other factors.

Compensation and benefits attract talented human resources, serve as legal requirements, and help retain and motivate employees, increasing individual output and invariably enhancing organizational performance (Sule et al., 2015). Molato (2015) contends that public-sector workers in the Philippines receive higher hourly wage rates than their private-sector counterparts. In contrast, clerks and operators of the private sector receive a higher salary than that public workers. The latter are comparably doing the same work as employees in the public sector. In a study by Basilio et al. (2017), public sector employees place a highly significant value on their salaries and make it a highly relevant basis for implementing policies and recognition within the organization; hence, their job satisfaction varies according to what they earn.

Employee workload, according to Inegbedion et al. (2020), is a critical determinant of employee productivity and turnover; it will either evoke laziness and provide an opportunity for them to be idle and indulge in non-productive activities or will cause an employee to be overwhelmed, resulting in hazards like burnout and subsequent breakdowns as well as ill feelings and dissatisfaction and subsequently cause them to quit the job for less strenuous jobs.

Management support plays a significant role in project outcomes because the success or failure of projects in organizations depends on the intensity of support from the top management (Ahmed, 2016). In companies that tend to be employee-oriented, leadership by superiors is especially important to employees because a more directive management style prevails in these companies, and opportunities for further training and promotion may increase their overall satisfaction (Heimerl et al., 2020).

Job Motivation

Fugoso (2019) states that motivation is an act or a process that provides an individual with a reason to do something in a particular way. When employees are motivated, they show enthusiasm and eagerness toward the work and a solid determination to implement and accomplish the work task. It is considered a necessary drive as it generates effort and action toward work-related activities to achieve a common goal or reward. Furthermore, according to Anjum et al. (2021), it is a combination of different processes that impact and direct employees' behavior to attain the goal. Motivated employees tend to work the hardest and fulfill all their responsibilities at work.

A reward is usually something valuable, such as money. It serves many purposes in organizations, such as building better employment deals, holding on to good employees, and reducing turnover. Its principal goal is to increase people's willingness to work in one's company and enhance productivity (Khan et al., 2017).

The study conducted by Dela Cruz (2019) revealed that the "satisfaction with co-workers" was given the highest level of satisfaction, followed in the same ranking by the nature of work, work

environment, and the predictability of the job while supervision/management and workload both gave the minor level of job satisfaction to the respondents and that the relationship between job motivation and job satisfaction was found to be positively correlated which means that when the job motivation is high, the job satisfaction is also high which then implies that increasing the job motivation of employees may also increase their job satisfaction or increasing their job satisfaction may also increase their job motivation.

Objectives

This study aimed to determine the level of job satisfaction (JS) according to compensation and benefits, workload, and support from management and the level of job motivation (JM) in the areas of intrinsic rewards, extrinsic rewards, and career growth of employees in a medium-sized City Schools Division for November 2021. Furthermore, this paper sought to determine whether significant differences exist in the levels of JS and JM of employees when grouped and compared according to age, average family monthly income, and length of service.

Hypothesis

There are no significant differences in the levels of JS and JM when grouped and compared according to the abovementioned variables.

Theoretical Framework

This study is anchored on the Dual-factor Theory, also known as Motivation-Hygiene Theory, by Frederick Herzberg and the Self-determination Theory by Edward Deci and Richard Ryan.

The Dual-factor Theory of Frederick Herzberg classified work dimensions into motivators and hygiene factors. Motivators include achievement, recognition, work, responsibility, advancement, and growth. In contrast, hygiene factors include company policy and administration, supervision, relationship with supervisor, work conditions, salary, peers, personal life, relationships with subordinates, status, and security. Herzberg classified the motivators as dealing with the internal state of mind, while hygiene factors are primary disruptions in the external work context.

Motivators that are observed in the study of job satisfaction and motivation of the employees in the government include recognition, work responsibility, and growth. In contrast, hygiene factors that are observed are salary, relationship with supervisor, and job security.

The theory of self-determination of Edward Deci and Richard Ryan classified motivation into intrinsic and extrinsic motivation. *Intrinsic* motivation refers to initiating or doing an activity because it is satisfying and interesting, while *extrinsic* motivation refers to initiating or doing an activity for rewards or external factors. Under this theory, intrinsic motivation is based on the personal relationship of the employees with their job, while extrinsic motivation is based on the benefits, they derive from the job. Intrinsic motivators include personal satisfaction with the job, happiness when appreciated in the workplace, increase in morale when receiving good feedback and review. In contrast, extrinsic motivators include salary, benefits, incentives, and bonuses. For the employer to motivate their employees, he must first know if his employee is intrinsically or extrinsically motivated.

Intrinsic motivators are observed in this study because employees, despite lack of support, continued to work for the organization since they are intrinsically motivated to do their job. This study also observes extrinsic motivators because employees enjoy increases in their salaries, benefits, incentives, and bonuses.

Conceptual Framework

The areas considered in determining the level of job satisfaction in this study are compensation and benefits, workload, and support from management. Moreover, the areas considered in determining the level of job motivation in this study are intrinsic rewards, extrinsic rewards, and career growth.

Methodology

This section discusses the research design, the subject and the respondents of the study, the data gathering instrument, the validity and reliability of the instrument, the data gathering procedure, and the statistical tools used to analyze data.

Research Design

This study employed the descriptive research design, which collects detailed factual information that describes existing phenomena (Kolwalczyk, 2015). In this case, JS and JM are employees in a City Schools Division.

Respondents

Purposive sampling was used to determine the study's respondents, who were the 65 employees of a City Schools Division assigned in the finance department and its implementing unit schools.

Data Gathering Instrument

A self-made survey questionnaire was used to gather data to determine the levels of JS and JM of employees in a City Schools Division. It was subjected to validity (4.67=excellent) and reliability (0.958=excellent and 0.951=excellent). The questionnaire contained two parts wherein Part I dealt with the profile of the respondents in terms of age, average family monthly income, and length of service. Part II contained sixty (60) items to determine the level of JS in the areas of Compensation and Benefits, Workload and Support from Management, and the level of JM in the areas of Intrinsic Rewards, Extrinsic Rewards, and Career Growth.

Procedure

Approval to conduct the study was secured from the Officer-In-Charge of the Office of the Schools Division Superintendent. The questionnaires were administered to the respondents using Google Forms after the instructions on how to accomplish the questionnaire objectively and honestly were given. The responses were saved on Google Drive, retrieved, compiled, and tabulated. The result was interpreted and analyzed, considering the study's objectives and hypotheses. The result served as the basis for determining the respondents' levels of JS and JM.

Ethical Considerations

For ethical considerations, the purpose was clearly explained to respondents that their participation in this study was entirely for research purposes related to the levels of JS and JM. Before conducting the survey, it was ensured that the respondents understood and gave consent to the research. Respondents were assured of the confidentiality of the data. Relevant research information was treated with secrecy and professionalism. This method respects respondents and research ethics.

Data Analysis and Statistical Treatment

A descriptive-analytical scheme and mean were used to determine the levels of job satisfaction and job motivation. On the other hand, the comparative-analytical scheme and Mann-Whitney U test were used to determine whether significant differences exist in the levels of job satisfaction and job motivation of employees when grouped according to age, family income, and length of service.

Results and Discussion

This section is concerned with the presentation and analysis of the study's data, which includes the following: respondents' profile in terms of age, average family monthly income and length of service, level of JS in the areas of compensation and benefits, workload, and support from management, and level of JM in the areas of intrinsic rewards, extrinsic rewards, and career growth. The information is presented in tables with a textual interpretation.

Level of Job Satisfaction of Employees according to Compensation and Benefits, Workload, and Support from Management

Table 3

Level of Job Satisfaction of Employees in the area of Compensation and Benefits

Items	Mean	SD	Interpretation
1. Employee pay or salary is well explained and well implemented.	4.34	0.815	High Level
2. Salaries are paid on time.	4.58	0.556	Very High Level
3. Problems with pay and benefits are easily resolved.	4.29	0.605	High Level
4. A fair compensation scheme is observed accordingly.	4.05	1.001	High Level
5. The organization is providing Mid-year and Year-end Bonuses.	4.92	0.268	Very High Level
6. The organization provides leave credits that can be monetized if unused.	4.75	0.531	Very High Level
7. All government-mandated leave benefits are provided (e.g., Maternity Leave, Paternity Leave, Birthday Leave, etc.)	4.78	0.414	Very High Level
8. Facility for loans when needed is provided.	4.49	0.590	Very High Level
9. Support for health during a pandemic is provided (e.g., facemask, alcohol, etc.).	4.09	0.843	High Level
10. The organization provides paid vacation leave and sick leave.	4.71	0.522	Very High Level
Overall	4.50	0.404	Very High Level

The level of JS in compensation and benefits is very high ($M=4.50$, $SD=0.404$). The highest mean score is in the fifth item, which states, "The organization is providing Mid-year, and Year-end Bonuses" ($M=4.92$, $SD=0.268$), interpreted as a very high level. The lowest mean score is 4.05 ($SD=1.001$), interpreted as a high level for the fourth item, which states, "Fair compensation scheme is observed accordingly." This implies that employees are less satisfied with the fairness of the compensation scheme among employees. Low (2016) provides that fair compensation pays employees according to their performance, experience, and job requirements. In that study, it was found that an overall equal pay strategy would not work as it would lead highly skilled employees in the organization to feel undervalued, which resulted in the loss of many of its top performers because it chose equal pay over recognizing individual contributions.

Table 4

Level of Job Satisfaction of Employees in the area of Workload

Items	Mean	SD	Interpretation
1. My workload is manageable.	4.22	0.649	High Level
2. I have a work-life balance.	4.14	0.808	High Level
3. I receive support from the organization regarding my workload.	4.03	0.749	High Level
4. The organization adopts alternative work arrangement schemes.	4.11	0.773	High Level

5. My working schedules are fair and stable.	4.32	0.640	High Level
6. Work from home schedule can be changed whenever necessary.	4.03	0.901	High Level
7. I am provided with sufficient tools and equipment to complete my tasks.	3.98	0.857	High Level
8. I am allowed to decide how to do my work.	4.31	0.683	High Level
9. I am provided an opportunity to correct my mistakes.	4.37	0.675	High Level
10. Job expectations are communicated to me.	4.00	0.791	High Level
Overall	4.15	0.562	High Level

The JS of employees in the area of workload is at a high level (M=4.15, SD=0.562). The highest mean score is 4.37 (SD=0.675), interpreted as a high level, for the ninth item, which states, "I am provided an opportunity to correct my mistakes." The lowest mean score is for the seventh item stating, "I am provided sufficient tools and equipment to complete my tasks" (M=3.98, SD=0.857), interpreted as a high level. The result implies that employees are less satisfied with the sufficiency of tools and equipment. Palmer (2019) opined that having the right tools should be a standard, but many companies and workplaces fail to do so. Having the right tools would make the job easier and create a productive workplace culture, as it would be challenging to work with incomplete, hazardous, faulty tools and equipment.

Table 5
Level of Job Satisfaction of Employees in the area of Support from Management

Items	Mean	SD	Interpretation
1. I regularly receive performance feedback from my supervisor/principal.	3.88	0.893	High Level
2. I have a supportive principal or supervisor.	4.38	0.784	High Level
3. I understand how my performance is measured by my supervisor/principal.	4.28	0.740	High Level
4. Management cares about my well-being.	4.03	0.790	High Level
5. The work culture in my workplace is positive.	3.92	0.853	High Level
6. There is a culture of respect in my workplace.	4.12	0.801	High Level
7. There is open communication with my supervisor/principal.	4.29	0.805	High Level
8. Management is responsive to my ideas, requests, or suggestions.	3.98	0.780	High Level
9. I feel valued by my supervisor/principal.	4.22	0.800	High Level
10. Supervisors treat their staff and personnel fairly.	4.03	0.901	High Level
Overall	4.11	0.671	High Level

The level of JS of employees in the area of support from management is high (M=4.11, SD=0.671). Item No. 2 states, "I have a supportive principal or supervisor," has the highest mean score (M=4.38, SD=0.784) and is interpreted as a high level. The lowest mean score (M=3.88, SD=0.893), interpreted as a high level, is for the first item, which states, "I regularly receive performance feedback from my supervisor/principal." This implies that the employees are not regularly provided feedback for their work by their immediate supervisor. The study results can be related to Krasman and Kotlyar (2019), who concluded that feedback and JS have a positive relationship and, therefore, are interrelated.

Level of Job Motivation of Employees in terms of Intrinsic Rewards, Extrinsic Rewards, and Career Growth

Table 6

Level of Job Motivation of Employees in the area of Intrinsic Rewards

Items	Mean	SD	Interpretation
1. I feel that my work is seen and appreciated within my organization.	4.03	0.749	High Level
2. I feel good whenever I receive good feedback and appreciation for my work.	4.37	0.720	High Level
3. I feel I am contributing to the overall goals of my organization.	4.32	0.709	High Level
4. I am aware that I can be recognized for the outstanding work rendered.	4.11	0.812	High Level
5. The recognition I receive from my direct superior motivates me to do my best.	4.35	0.779	High Level
6. My direct supervisor/principal entrusts me with a high level of responsibility.	4.22	0.649	High Level
7. I have a good relationship with my colleague.	4.43	0.612	High Level
8. I am Part of the solution to the problems that the organization faces.	4.18	0.705	High Level
9. My work is adequately and appropriately evaluated and praised.	3.94	0.846	High Level
10. I am praised and appreciated when I can complete my work on time.	3.95	0.909	High Level
Overall	4.19	0.600	High Level

The level of JM of employees in the area of Intrinsic Rewards is at a high level ($M=4.19$, $SD=0.600$). The highest mean score is 4.43 ($SD=0.612$), interpreted as a high level, for the seventh item, which states, "I have a good relationship with my colleague." Item No. 9 states, "My work is adequately and appropriately evaluated and praised," had the lowest mean score at 3.94 ($SD=0.846$) and was interpreted as a high level. The result implies that employees' work is not adequately evaluated and praised by their immediate supervisor. Currently, employees are appraised only once a year through their Performance and Commitment Review Form (IPCRF). The result may be related to the study of Lira et al. (2016), contending that performance appraisal is an essential motivational tool. The appraises perceive it as an accurate, fair system and are satisfied with it.

Table 7

Level of Job Motivation of Employees in the area of Extrinsic Rewards

Items	Mean	SD	Interpretation
1. I feel that I am fairly compensated for the work that I do.	3.92	0.989	High Level
2. The organization provides incentives and benefits that would make working easier and more valuable.	3.82	0.864	High Level
3. I feel that the incentives and rewards provided to employees are fair and reasonable, and I am rewarded fairly for my work.	3.78	0.927	High Level
4. The incentive and rewards I receive motivate me to do my job well.	4.15	0.795	High Level
5. The incentive I will receive is tied to my performance rating; hence I need to do well in my performance rating. (e.g., I will not receive any bonuses if I do not have at least a "Satisfactory" rating).	3.94	0.827	High Level
6. I am aware of the criteria I must meet to receive incentives, bonuses, or rewards.	4.17	0.675	High Level
7. I receive a higher salary than those working in the private sector doing similar work.	3.72	0.857	High Level
8. I receive 14th Month Pay (Year-end Bonus) not enjoyed by some working in the private sector.	4.40	0.766	High Level
9. Despite the government-instituted pandemic lockdowns and work stoppages, I still receive my salary and benefits.	4.66	0.567	Very High Level
10. I will receive a higher pension payment upon retirement compared to other workers in the private sector.	4.12	0.718	High Level
Overall	4.07	0.520	High Level

The level of JM of employees in extrinsic rewards is high ($M=4.07$, $SD=0.052$). The highest mean score of 4.66 ($SD=0.567$) is for Item No. 9, which states, "I still receive salary and benefits despite the government-instituted pandemic lockdowns and stoppage of work," interpreted as a high level. The lowest mean score is for Item No. 7, which states, "I receive a higher salary than those working in the private sector doing similar work that I have" ($M=3.72$, $SD=0.857$), interpreted as a high level. The result implies that the employees receive less than their private-sector counterparts. The result of this study is somehow inconsistent with that of the survey by Molato (2015), which found that public sector workers in the Philippines receive higher hourly wage rates than their counterparts in the private sector. Nevertheless, the study also provided that clerks and operators of the private sector receive a higher salary than their counterparts in the public sector.

Table 8
Level of Job Motivation of Employees in the area of Career Growth

Items	Mean	SD	Interpretation
1. I feel I am in control of my career path and am progressing in the organization's personal and professional development.	4.15	0.712	High Level
2. I have a clear promotion and career path.	3.78	0.739	High Level
3. I understand and am aware of the criteria I must meet to be promoted.	4.15	0.833	High Level
4. My organization supports me in exploring my professional interests and goals.	3.89	0.831	High Level
5. I feel like I'll have the opportunity to reach my full potential in my organization.	3.91	0.723	High Level
6. My company promotes people from within the organization.	3.97	0.865	High Level
7. I have a good sense of job security.	4.35	0.672	High Level
8. The organization has defined my roles and responsibilities and how I can contribute to the organization's success.	4.14	0.808	High Level
9. I am provided with training and professional development to improve my work.	3.77	0.965	High Level
10. My job allows me to sharpen my professional skills and competence.	4.22	0.760	High Level
Overall	4.03	0.617	High Level

The level of JM of employees in career growth is high ($M=4.03$, $SD=0.617$). Item No. 7, "I have a good sense of job security," has the highest mean ($M=4.35$, $SD=0.672$), interpreted as high. On the other hand, the lowest mean score is 3.78 ($SD=0.739$), interpreted as a high level, for the second item, which states, "I have a clear promotion and career path." The result implies that the employees do not have a clear promotion and career path. Teachers usually have a clearer promotion and career path in the organization, unlike their non-teaching counterparts, who do not have the same opportunity. The result of this study relates to that of Castelino (2021), which concluded that promotion acts as a motivational tool for employee performance. Promotion can also influence employees and motivate them to enhance their performance.

Level of Job Satisfaction of Employees in terms of Compensation and Benefits, Workload, and Support from Management when grouped by Age, Family Income, and Length of Service

Table 9

Level of Job Satisfaction of Employees in the area of Compensation and Benefits when Grouped by Age

Items	Younger			Older		
	Mean	SD	Interpretation	Mean	SD	Interpretation
1. Employee pay or salary is well explained and well implemented.	4.32	0.878	High Level	4.35	0.755	High Level
2. Salaries are paid on time.	4.59	0.500	Very High Level	4.58	0.620	Very High Level
3. Problems with pay and benefits are easily resolved.	4.29	0.629	High Level	4.29	0.588	High Level
4. A fair compensation scheme is observed accordingly.	4.21	1.008	High Level	3.87	0.991	High Level
5. The organization is providing Mid-year and Year-end Bonuses.	4.94	0.239	Very High Level	4.90	0.301	Very High Level
6. The organization provides leave credits that can be monetized if unused.	4.85	0.359	Very High Level	4.65	0.661	Very High Level
7. All government-mandated leave benefits are provided (e.g., Maternity Leave, Paternity Leave, Birthday Leave, etc.)	4.82	0.387	Very High Level	4.74	0.445	Very High Level
8. Facility for loans when needed is provided.	4.53	0.662	Very High Level	4.45	0.506	High Level
9. Support for health during a pandemic is provided (e.g., facemask, alcohol, etc.).	4.29	0.799	High Level	3.87	0.846	High Level
10. The organization provides paid vacation leave and sick leave.	4.71	0.579	Very High Level	4.71	0.461	Very High Level
Overall	4.56	0.414	Very High Level	4.44	0.391	High Level

In compensation and benefits, the level of JS of employees, when grouped according to age, is at a very high level for the younger group (M=4.56, SD=0.414) and a high level for the older group (M=4.44, SD=0.391). Item No. 5, which states, "The organization is providing Mid-year and Year-end Bonuses," received the highest mean score, interpreted as a very high level, for both groups (M=4.94, SD=0.239 for the younger group, and M=4.90, SD=0.301 for the older group).

For both the younger and older groups, the fourth item, which states, "Fair compensation scheme is observed accordingly," had the lowest mean score (M=4.21, SD=1.008, and M=3.87, SD=0.991, respectively), both interpreted as high level. For the older group, Item No. 9, which states, "Support for health during a pandemic is provided (e.g., facemask, alcohol, etc.)," also got the same mean score (SD=0.846). This relates to the study of Riza, et al. (2016), which demonstrated that age and tenure have opposite relationships with JS, such that JS increased as people aged yet decreased as tenure advanced—and received a boost when people moved to a new organization, thus starting the cycle anew. JS somewhat paradoxically increased with age yet decreased with tenure, thus shedding light on the nature of JS's evolution over the course of individuals' careers.

Table 10

Level of Job Satisfaction of Employees in the area of Workload when grouped according to Age

Items	Younger			Older		
	Mean	SD	Interpretation	Mean	SD	Interpretation
1. My workload is manageable.	4.32	0.589	High Level	4.10	0.700	High Level
2. I have a work-life balance.	4.32	0.784	High Level	3.94	0.854	High Level
3. I receive support from the organization regarding my workload.	4.15	0.729	High Level	3.90	0.700	High Level
4. The organization adopts alternative work arrangement schemes.	4.21	0.609	High Level	4.00	0.817	High Level
5. My working schedules are fair and stable.	4.41	0.687	High Level	4.23	0.669	High Level

6. Work from home schedule can be changed whenever necessary.	4.21	0.830	High Level	3.84	1.068	High Level
7. I am provided with sufficient tools and equipment to complete my tasks.	4.09	0.727	High Level	3.87	0.885	High Level
8. I am allowed to decide on the methods of how to do my work.	4.41	0.609	High Level	4.19	0.749	High Level
9. I am provided an opportunity to correct my mistakes.	4.44	0.613	High Level	4.29	0.739	High Level
10. Job expectations are communicated to me.	4.00	0.921	High Level	4.00	0.632	High Level
Overall	4.26	0.509	High Level	4.04	0.602	High Level

It is shown that the level of JS of employees in the area of workload, when grouped according to age, is high for both age groups (younger M=4.26, SD=0.509, older M=4.04, SD=0.602). The highest mean score for both age groups is for the ninth item, "I am provided an opportunity to correct my mistakes," interpreted as high level (M=4.44, SD=0.613 among younger employees), and M=4.29, SD=0.739 among the older employees).

The lowest mean score for younger employees is 4.00 (SD=0.921), interpreted as a high level, for Item No. 10, which states, "Job expectations are communicated to me." The results show that job communication is essential and should not be left out. This relates to the study of Desa, et al. (2019), which concluded that communication is essential to employees' JS. The management needs to ensure that their communication modes to their workers must be delivered to understand their workers and to ensure, as well, that workers understand the work instructions and requirements.

For the older employees, the lowest mean score is 3.84 (SD=1.068), also interpreted as a high level, for Item No. 6, which states, "Work from the home schedule can be changed whenever necessary." The result also highlighted the study of Choi, et al. (2018) regarding the importance of flexible work options that help older workers enjoy working. Their study found that having the option to move to less demanding positions was significantly related to higher work enjoyment. This is consistent with findings demonstrating that older workers viewed the ideal job as one with flexible work arrangements, such as a flexible schedule, the opportunity to work part-time, and the ability to work from home.

Table 11
Level of Job Satisfaction of Employees in the area of Support from Management when grouped by Age

Items	Younger			Older		
	Mean	SD	Interpretation	Mean	SD	Interpretation
1. I regularly receive performance feedback from my supervisor/principal.	3.97	0.937	High Level	3.77	0.845	High Level
2. I have a supportive principal or supervisor.	4.47	0.748	High Level	4.29	0.824	High Level
3. I understand how my performance is measured by my supervisor/principal.	4.35	0.691	High Level	4.19	0.792	High Level
4. Management cares about my well-being.	4.12	0.844	High Level	3.94	0.727	High Level
5. The work culture in my workplace is positive.	4.00	0.953	High Level	3.84	0.735	High Level
6. There is a culture of respect in my workplace.	4.26	0.864	High Level	3.97	0.706	High Level
7. There is open communication with my supervisor/principal.	4.29	0.799	High Level	4.29	0.824	High Level
8. Management is responsive to my ideas, requests, or suggestions.	4.06	0.886	High Level	3.90	0.651	High Level
9. I feel valued by my supervisor/principal.	4.29	0.760	High Level	4.13	0.846	High Level
10. Supervisors treat their staff and personnel fairly.	4.15	0.958	High Level	3.90	0.831	High Level
Overall	4.20	0.699	High Level	4.02	0.637	High Level

When grouped according to age, the level of JS of employees in the area of Support from Management is at a high level (M=4.20, SD=0.699 for the younger group, and M=4.02, SD=0.637 for the

older group). Item No. 2, which states, "I have a supportive principal or supervisor," received the highest mean score for both groups (M=4.47, SD=0.748 among younger employees, and M=4.29, SD=0.824 among the older employees), both interpreted as high level. In addition, Item No. 7, which states, "There is an open communication with my supervisor/principal," also received the highest mean score of 4.29 (SD=0.824), interpreted as high level, for older employees.

The lowest mean score for younger employees is 3.97 (SD=0.937) and for the older employees is 3.77 (SD=0.845), interpreted as high level, both for Item No. 1, which states, "I regularly receive performance feedback from my supervisor/principal." The results show that feedback about their performance is generally needed for the JS of both younger and older employees. The study of Mosquera, et al. (2018), which found that age has a moderator effect on the relationship between feedback and JS, may relate to the results. Younger people tend to prioritize acquiring knowledge, which may justify why they consider quality feedback more relevant for their JS. On the other hand, older employees perceive that the time left in their lives is more limited; they modify their motivations and prioritize their objectives according to which are emotionally more relevant, to the detriment of being motivated to acquire new knowledge.

Table 12
Level of Job Satisfaction of Employees in the area of Compensation and Benefits when grouped by Family Income

Items	Lower			Higher		
	Mean	SD	Interpretation	Mean	SD	Interpretation
1. Employee pay or salary is well explained and well implemented.	4.24	0.895	High Level	4.46	0.693	High Level
2. Salaries are paid on time.	4.59	0.599	Very High Level	4.57	0.504	Very High Level
3. Problems with pay and benefits are easily resolved.	4.32	0.669	High Level	4.25	0.518	High Level
4. A fair compensation scheme is observed accordingly.	3.81	1.151	High Level	4.36	0.678	High Level
5. The organization is providing Mid-year and Year-end Bonuses.	5.00	0.000	Very High Level	4.82	0.390	Very High Level
6. The organization provides leave credits that can be monetized if unused.	4.81	0.462	Very High Level	4.68	0.612	Very High Level
7. All government-mandated leave benefits are provided (e.g., Maternity Leave, Paternity Leave, Birthday Leave, etc.)	4.81	0.397	Very High Level	4.75	0.441	Very High Level
8. Facility for loans when needed is provided.	4.46	0.650	High Level	4.54	0.508	Very High Level
9. Support for health during a pandemic is provided (e.g., facemask, alcohol, etc.).	4.08	0.924	High Level	4.11	0.737	High Level
10. The organization provides paid vacation leave and sick leave.	4.73	0.560	Very High Level	4.68	0.476	Very High Level
Overall	4.49	0.445	High Level	4.52	0.350	Very High Level

When grouped according to average family monthly income, the level of JS of employees in the area of Compensation and Benefits is at a high level for those with lower monthly income (M=4.49, SD=0.445) and very high level for those with a higher income (M=4.52, SD=0.350). The fifth item, "The organization is providing Mid-year and Year-end Bonuses," received the highest mean score in both groups (M=5.0, SD=0.000 among those with lower income, and M=4.82, SD=0.390 among the higher income) both interpreted as very high level.

The lowest mean score among those with lower income of 3.81 (SD=1.151), interpreted as a high level, is for Item No. 4, which states, "Fair compensation scheme is observed accordingly." For those with higher income, the lowest score is 4.11 (SD=0.737), also interpreted as a high level, for the ninth item, which states, "Support for health during a pandemic is provided (e.g., facemask, alcohol, etc.)." The results are related to the study of Miller (2014), which cited compensation as one of the three JS contributors among several employee categories. Employees rated very highly on the competitiveness of their pay with the local market

Table 13
Level of Job Satisfaction of Employees in the area of Workload when grouped by Family Income

Items	Lower			Higher		
	Mean	SD	Interpretation	Mean	SD	Interpretation
1. My workload is manageable.	4.11	0.737	High Level	4.36	0.488	High Level
2. I have a work-life balance.	4.00	0.913	High Level	4.32	0.612	High Level
3. I receive support from the organization regarding my workload.	3.95	0.848	High Level	4.14	0.591	High Level
4. The organization adopts alternative work arrangement schemes.	4.19	0.811	High Level	4.00	0.720	High Level
5. My working schedules are fair and stable.	4.30	0.702	High Level	4.36	0.559	High Level
6. Work from home schedule can be changed whenever necessary.	4.11	0.875	High Level	3.93	0.940	High Level
7. I am provided with sufficient tools and equipment to complete my tasks.	4.14	0.751	High Level	3.79	0.957	High Level
8. I am allowed to decide on the methods of how to do my work.	4.32	0.747	High Level	4.29	0.600	High Level
9. I am provided an opportunity to correct my mistakes.	4.32	0.784	High Level	4.43	0.504	High Level
10. Job expectations are communicated to me.	3.89	0.906	High Level	4.14	0.591	High Level
Overall	4.13	0.640	High Level	4.18	0.449	High Level

There was a level of JS of employees in terms of workload when grouped according to family income, with an overall mean of 4.13 (SD=0.640) for the lower income group and 4.18 (SD=0.449) for that of the higher income group. Both groups gave the highest mean score for Item No. 9, which states, "I am provided an opportunity to correct my mistakes" (M=4.32, SD=0.784, and M=4.43, SD=0.504 for lower and higher, respectively), interpreted as high level. Those in the lower group likewise gave the same highest mean score (M=4.32, SD=0.747) for the eighth item, which states, "I am allowed to decide on the methods on how to do my work," interpreted as high level.

The lowest mean score for those with lower family income is 3.89 (SD=0.906), interpreted as a high level, for the tenth item, which states, "Job expectations are communicated to me." For those with higher income, the lowest score is 3.79 (SD=0.957), interpreted as high level, for Item No. 7, which states, "I am provided sufficient tools and equipment to complete my tasks." This relates to the study of Wright (2020), which concluded that it is essential that workers are properly supported by their employers. Managers need to speak with their teams and ensure they have all the equipment they need in order to work effectively.

Table 14
Level of Job Satisfaction of Employees in terms of Support from Management when grouped by Family Income

Items	Lower			Higher		
	Mean	SD	Interpretation	Mean	SD	Interpretation
1. I regularly receive performance feedback from my supervisor/principal.	3.78	1.004	High Level	4.00	0.720	High Level
2. I have a supportive principal or supervisor.	4.35	0.919	High Level	4.43	0.573	High Level
3. I understand how my performance is measured by my supervisor/principal.	4.19	0.776	High Level	4.39	0.685	High Level
4. Management cares about my well-being.	3.95	0.880	High Level	4.14	0.651	High Level
5. The work culture in my workplace is positive.	3.84	0.986	High Level	4.04	0.637	High Level
6. There is a culture of respect in my workplace.	4.03	0.928	High Level	4.25	0.585	High Level

7. There is open communication with my supervisor/principal.	4.22	0.947	High Level	4.39	0.567	High Level
8. Management is responsive to my ideas, requests, or suggestions.	3.92	0.894	High Level	4.07	0.604	High Level
9. I feel valued by my supervisor/principal.	4.19	0.938	High Level	4.25	0.585	High Level
10. Supervisors treat their staff and personnel fairly.	4.00	1.027	High Level	4.07	0.716	High Level
Overall	4.05	0.785	High Level	4.20	0.480	High Level

In the area of Support from Management, the level of JS of employees when grouped according to average family monthly income is at a high level (M=4.05, SD=0.785 and M=4.20, SD=0.480 for the lower and higher groups, respectively). The second item which states, "I have a supportive principal or supervisor," received the highest mean score for both groups (M=4.35, SD=0.919 among lower group and M=4.43, SD=0.573 among the higher group), both interpreted as high level.

The lowest mean score for both groups is for Item No. 1, which states, "I regularly receive performance feedback from my supervisor/principal," interpreted as high level (M=3.78, SD=1.004 for those in the lower group and M=4.00, SD=0.720 for those in the higher group). Maan, et al. (2020) found a positive association between perceived organizational support and JS. The results show that the positive role of perceived organizational support on JS is persistent in a case when individuals perceive that their organization assesses their participation in the organizational goals favorably and are conscious of their welfare. As a result, employees experience JS.

Table 15

Level of Job Satisfaction of Employees in terms of Compensation and Benefits when grouped by Length of Service

Items	Shorter			Longer		
	Mean	SD	Interpretation	Mean	SD	Interpretation
1. Employee pay or salary is well explained and well implemented.	4.38	0.807	High Level	4.28	0.843	High Level
2. Salaries are paid on time.	4.50	0.555	Very High Level	4.72	0.542	Very High Level
3. Problems with pay and benefits are easily resolved.	4.23	0.620	High Level	4.40	0.577	High Level
4. Fair compensation scheme is observed accordingly.	4.13	0.966	High Level	3.92	1.077	High Level
5. The organization is providing Mid-year and Year-end Bonuses.	4.88	0.335	Very High Level	5.00	0.000	Very High Level
6. The organization provides leave credits that can be monetized if unused.	4.75	0.494	Very High Level	4.76	0.597	Very High Level
7. All government-mandated leave benefits are provided (e.g., Maternity Leave, Paternity Leave, Birthday Leave, etc.)	4.75	0.439	Very High Level	4.84	0.374	Very High Level
8. Facility for loans when needed is provided.	4.48	0.640	High Level	4.52	0.510	Very High Level
9. Support for health during a pandemic is provided (e.g., facemask, alcohol, etc.).	4.25	0.776	High Level	3.84	0.898	High Level
10. The organization is providing paid vacation leave and sick leave.	4.68	0.572	Very High Level	4.76	0.436	Very High Level
Overall	4.50	0.411	Very High Level	4.50	0.402	Very High Level

The results show that the level of JS of employees in the area of Compensation and Benefits when grouped according to length of service is at a very high level (M=4.50, SD=0.411 and M=4.50, SD=0.402 for those with shorter and longer lengths of service, respectively). For both groups, Item No. 5 which states, "The organization is providing Mid-year and Year-end Bonuses," received the highest mean scores (M=4.88, SD=0.335 and M=5.00, SD=0.000 among those with shorter and longer, respectively), both interpreted as very high level.

The lowest mean score for those with shorter length of service is for Item No. 4 which states, "Fair compensation scheme is observed accordingly" (M=4.13, SD=0.966), interpreted as high level. The

result agrees with the study of Manaf, et al. (2021) which found that non-academic support staff who were inclined to office administration and clerical duties with long service durations were not necessarily guaranteed to be promoted to higher ranks, hence may not earn higher, which may catalyze frustration, competitiveness, and reduced JS, causing decreased social relationships.

For employees with longer length of service, the lowest mean score is 3.84 (SD=0.898), interpreted as high level, for Item No. 9 which states, "Support for health during a pandemic is provided (e.g., facemask, alcohol, etc.)."

Table 16
Level of Job Satisfaction of Employees in the area of Workload when grouped by Length of Service

Items	Shorter			Longer		
	Mean	SD	Interpretation	Mean	SD	Interpretation
1. My workload is manageable.	4.28	0.554	High Level	4.12	0.781	High Level
2. I have a work-life balance.	4.20	0.687	High Level	4.04	0.978	High Level
3. I receive support from the organization regarding my workload.	4.00	0.679	High Level	4.08	0.862	High Level
4. The organization adopts alternative work arrangement schemes.	4.10	0.672	High Level	4.12	0.927	High Level
5. My working schedules are fair and stable.	4.33	0.572	High Level	4.32	0.748	High Level
6. Work from the home schedule can be changed whenever necessary.	4.18	0.675	High Level	3.80	1.155	High Level
7. I am provided with sufficient tools and equipment to complete my tasks.	4.00	0.817	High Level	3.96	0.935	High Level
8. I am allowed to decide on the methods on how to do my work.	4.35	0.580	High Level	4.24	0.831	High Level
9. I am provided an opportunity to correct my mistakes.	4.38	0.586	High Level	4.36	0.810	High Level
10. Job expectations are communicated to me.	3.90	0.810	High Level	4.16	0.746	High Level
Overall	4.17	0.446	High Level	4.12	0.720	High Level

The level of JS of employees in the area of workload, when grouped according to the length of service, is at a high level (M=4.17, SD=0.446 for those with shorter length of service and M=4.12, SD=0.720 for those with longer). Item No. 9, which states, "I am provided an opportunity to correct my mistakes," have the highest mean score of 4.38 (SD=0.586) among the shorter group and 4.36 (SD=0.810) among the longer group, both interpreted as very high level.

The lowest mean score for employees with shorter length of service is 3.90 (SD=0.810), interpreted as a high level, for Item No. 10, which states, "Job expectations are communicated to me." The result showed that job communication is essential and should not be left out. For employees with longer length of service, the lowest score is 3.80 (SD=1.155), also interpreted as a high level, for the sixth item, which states, "Work from the home schedule can be changed whenever necessary." This relates to Davidescu et al. (2020) study regarding workspace flexibility; the new types of workspaces were highly appreciated by employees, creating a great openness and interest in them. Homeworking has the most appreciation, mainly in labor productivity, comfort, and time and space management. In contrast, partial home working has been highly appreciated in organizational performance, relationships, learning, and personal development.

Table 17
Level of Job Satisfaction of Employees in terms of Support from Management when grouped by Length of Service

Items	Shorter			Longer		
	Mean	SD	Interpretation	Mean	SD	Interpretation
1. I regularly receive performance feedback from my supervisor/principal.	3.90	0.841	High Level	3.84	0.987	High Level

2. I have a supportive principal or supervisor.	4.43	0.712	High Level	4.32	0.900	High Level
3. I understand how my performance is measured by my supervisor/principal.	4.25	0.670	High Level	4.32	0.852	High Level
4. Management cares about my well-being.	3.93	0.764	High Level	4.20	0.817	High Level
5. The work culture in my workplace is positive.	3.83	0.874	High Level	4.08	0.812	High Level
6. There is a culture of respect in my workplace.	4.10	0.810	High Level	4.16	0.800	High Level
7. There is open communication with my supervisor/principal.	4.30	0.758	High Level	4.28	0.891	High Level
8. Management is responsive to my ideas, requests, or suggestions.	3.98	0.768	High Level	4.00	0.817	High Level
9. I feel valued by my supervisor/principal.	4.25	0.742	High Level	4.16	0.898	High Level
10. Supervisors treat their staff and personnel fairly.	3.98	0.891	High Level	4.12	0.927	High Level
Overall	4.09	0.617	High Level	4.15	0.761	High Level

In the area of Support from Management, the level of JS of employees when grouped according to the length of service is at a high level ($M=4.09$, $SD=0.617$ for the group with shorter length of service, and $M=4.15$, $SD=0.761$ for those with longer). For both groups, Item No. 2, which states, "I have a supportive principal or supervisor," received the highest mean score ($M=4.43$, $SD=0.712$ for those with shorter, and $M=4.32$, $SD=0.900$ for those with longer) both interpreted as high level.

The lowest mean score for employees with shorter length of service is 3.83 ($SD=0.874$), interpreted as a high level, for Item No. 5, which states, "The work culture in my workplace is positive." The result showed that employees with shorter lengths of service did not find the environment positive for them. This relates to Raziq and Maulabakhsh's (2015) study which found a positive relationship between working environment and JS. The employees have agreed that the working environment plays a vital role in attaining JS.

For employees with longer length of service, the lowest score is 3.84 ($SD=0.987$), also interpreted as high level, for the first item which states, "I regularly receive performance feedback from my supervisor/principal." For employees with longer length of service, performance feedback is not regularly provided to them by their supervisor. The study of Osborne and Hammound (2015) has found that feedback given by supervisors is important to the employees with longer service. However, this feedback must be positive, improving the relationship between leaders and employees.

Level of Job Motivation of Employees in terms of Intrinsic Rewards, Extrinsic Rewards, and Career Growth when grouped according to Age, Family Income, and Length of Service

Table 18

Level of Job Motivation of Employees in the area of Intrinsic Rewards when grouped according to Age

Items	Younger			Older		
	Mean	SD	Interpretation	Mean	SD	Interpretation
1. I feel that my work is seen and appreciated within my organization.	4.12	0.729	High Level	3.94	0.772	High Level
2. I feel good whenever I receive good feedback and appreciation for my work.	4.47	0.706	High Level	4.26	0.729	High Level
3. I feel I am contributing to the overall goals of my organization.	4.38	0.817	High Level	4.26	0.575	High Level
4. I am aware that I can be recognized for the outstanding work rendered.	4.12	0.844	High Level	4.10	0.790	High Level
5. The recognition I receive from my direct superior motivates me to do my best.	4.35	0.849	High Level	4.35	0.709	High Level
6. My direct supervisor/principal entrusts me with a high level of responsibility.	4.21	0.592	High Level	4.23	0.717	High Level
7. I have a good relationship with my colleague.	4.44	0.613	High Level	4.42	0.620	High Level
8. I am Part of the solution to the organization's problems.	4.24	0.781	High Level	4.13	0.619	High Level

9. My work is adequately and appropriately evaluated and praised.	4.06	0.814	High Level	3.81	0.873	High Level
10. I am praised and appreciated when I can complete my work on time.	3.97	1.000	High Level	3.94	0.814	High Level
Overall	4.24	0.636	High Level	4.14	0.566	High Level

The level of JM of employees in the area of Intrinsic Rewards, when grouped according to age, is at a high level (M=4.24, SD=0.636 for those younger and M=4.14, SD=0.566 for those older). The second item, "I feel good whenever I receive good feedback and appreciation for my work," received the highest mean score of 4.47 (SD=0.706) from younger employees, interpreted as a high level. For the older group, Item No. 7, which states, "I have a good relationship with my colleague," was given the highest mean score of 4.42 (SD=0.620), interpreted as a high level.

The lowest mean score for younger employees is 3.97 (SD=1.000), interpreted as a high level, for Item No. 10, which states, "I am praised and appreciated when I can complete my work on time." For older employees, the lowest score is 3.81 (SD=0.873), also interpreted as a high level, for the ninth item, which states, "My work is adequately and appropriately evaluated and praised." The result showed that praise and appreciation are essential factors in motivating employees. The result supports Dela Cruz's study (2019) that "satisfaction with co-workers" received a high level of satisfaction among employees. This relates to Anjum, et al. (2021), who showed that recognition and employee motivation are positively associated with each other and found a statistically significant relationship with employee motivation. In addition, the age of respondents has a direct effect on employee motivation (Parreño, 2016).

Table 19
Level of Job Motivation of Employees in the area of Extrinsic Rewards when grouped according to Age

Items	Younger			Older		
	Mean	SD	Interpretation	Mean	SD	Interpretation
1. I feel that I am fairly compensated for the work that I do.	4.09	0.933	High Level	3.74	1.032	High Level
2. The organization provides incentives and benefits that would make working easier and more valuable.	4.06	0.919	High Level	3.55	0.723	High Level
3. I feel that the incentives and rewards provided to employees are fair and reasonable, and I feel that I am rewarded fairly for the work that I do.	4.09	0.965	High Level	3.45	0.768	Moderate Level
4. The incentive and rewards I receive motivate me to do my job well.	4.41	0.657	High Level	3.87	0.846	High Level
5. The incentive I will receive is tied to my performance rating. Hence I need to do well in my performance rating. (e.g., I will not receive any bonuses if I do not have at least a "Satisfactory" rating).	4.09	0.830	High Level	3.77	0.805	High Level
6. I am aware of the criteria I must meet to receive incentives, bonuses, or rewards.	4.26	0.751	High Level	4.06	0.574	High Level
7. I receive a higher salary than those working in the private sector doing similar work that I have.	3.82	0.758	High Level	3.61	0.955	High Level
8. I receive 14th Month Pay (Year-end Bonus) not enjoyed by some working in the private sector.	4.35	0.812	High Level	4.45	0.723	High Level
9. I still receive salary and benefits despite the government-instituted pandemic lockdowns and work stoppages.	4.62	0.551	Very High Level	4.71	0.588	Very High Level
10. I will receive a higher pension payment upon retirement compared to other workers in the private sector.	4.15	0.821	High Level	4.10	0.597	High Level
Overall	4.19	0.569	High Level	3.93	0.427	High Level

The level of JM of employees in the area of Extrinsic Rewards, when grouped according to age, is shown to be at a high level (M=4.19, SD=0.569 for the younger group, and M=3.93, SD=0.427 for the older group). Item No. 8, which states, "I receive 14th Month Pay (Year-end Bonus) not enjoyed by some who are working in the private sector," received the highest mean score for both groups (M=4.35,

SD=0.812 among younger employees, and M=4.45, SD=0.723 among the older employees) both interpreted as very high level.

The lowest mean score for younger employees is 3.82 (SD=0.758), interpreted as a high level, for Item No. 7, which states, "I receive a higher salary than those working in the private sector doing similar work that I have," while for the older employees it is for Item No. 3 which states, "I feel that the incentive and rewards provided to employees are fair and reasonable and I feel that I am rewarded fairly for the work that I do," (M=3.45, SD=0.768) also interpreted as high level. This relates to the study of Stalmašeková, et al. (2017), which showed that employee benefits are potent motivators of employees that companies can use to lure, raise, and keep their employees. In addition, the satisfaction of employees varies according to what they earn, and they place a highly significant value on their salaries (Basilio, et al., 2017).

Table 20
Level of Job Motivation of Employees in the area of Career Growth when grouped according to Age

Items	Younger			Older		
	Mean	SD	Interpretation	Mean	SD	Interpretation
1. I feel that I am in control of my career path and that I am progressing in my personal and professional development in the organization.	4.29	0.676	High Level	4.00	0.730	High Level
2. I have a clear promotion and career path.	3.79	0.729	High Level	3.77	0.762	High Level
3. I understand, and I am aware of the criteria I must meet to be promoted.	4.24	0.741	High Level	4.06	0.929	High Level
4. My organization supports me in exploring my professional interests and goals.	3.97	0.834	High Level	3.81	0.833	High Level
5. I feel like I'll have the opportunity to reach my full potential in my organization.	3.97	0.717	High Level	3.84	0.735	High Level
6. My company promotes people from within the organization.	4.06	0.814	High Level	3.87	0.922	High Level
7. I have a good sense of job security.	4.41	0.609	High Level	4.29	0.739	High Level
8. The organization has defined my roles and responsibilities and how I can contribute to the success of the organization.	4.18	0.834	High Level	4.10	0.790	High Level
9. I am provided with training and professional development to improve my work.	3.85	0.958	High Level	3.68	0.979	High Level
10. My job allows me to sharpen my professional skills and competence.	4.26	0.710	High Level	4.16	0.820	High Level
Overall	4.10	0.563	High Level	3.96	0.673	High Level

The level of JM of employees in the area of Career Growth, when grouped according to age, is at a high level with an overall mean for the younger group at 4.10 (SD=0.563) and that of the older group at 3.96 (SD=0.673). Item No. 7 which states, "I have a good sense of job security," received the highest mean score in both groups (M=4.41, SD=0.609 among the younger employees and M=4.29, SD=0.739 among the older employees), both interpreted as high level.

The lowest mean score for younger employees is 3.79 (SD=0.729), interpreted as high level, for Item No. 2 which states, "I have a clear promotion and career path." This relates to Bar-Isaac and L'evy's (2019) study which showed that organizations that sustain different career paths to offer their employees consistently attract and motivate the best talent. On the other hand, an organization that takes their employees' nurturing and professional development usually recruits the best experts in their fields.

For older employees, the lowest score is 3.68 (SD=0.979), interpreted as high level, for Item No. 9 which states, "I am provided with training and professional development to improve my work." An organization that understands the true value of professional development, culture, innovation, and creativity, also recognizes the value of continuous training and educating their employee base. These organizations are the ones that will be better positioned to adapt to the rapidly changing demands of today's work environment (Candelario, et al., 2020).

Table 21
Level of Job Motivation of Employees in terms of Intrinsic Rewards and Groupings by Family Income

Items	Lower			Higher		
	Mean	SD	Interpretation	Mean	SD	Interpretation
1. I feel that my work is seen and appreciated within my organization.	3.92	0.924	High Level	4.18	0.390	High Level
2. I feel good whenever I receive good feedback and appreciation for my work.	4.30	0.845	High Level	4.46	0.508	High Level
3. I feel I am contributing to the overall goals of my organization.	4.32	0.852	High Level	4.32	0.476	High Level
4. I am aware that I can be recognized for the outstanding work rendered.	4.03	0.957	High Level	4.21	0.568	High Level
5. The recognition I receive from my direct superior motivates me to do my best.	4.32	0.884	High Level	4.39	0.629	High Level
6. My direct supervisor/principal entrusts me with a high level of responsibility.	4.16	0.764	High Level	4.29	0.460	High Level
7. I have a good relationship with my colleague.	4.51	0.651	Very High Level	4.32	0.548	High Level
8. I am Part of the solution to the organization's problems.	4.22	0.787	High Level	4.14	0.591	High Level
9. My work is adequately and appropriately evaluated and praised.	3.81	1.023	High Level	4.11	0.497	High Level
10. I am praised and appreciated when I can complete my work on time.	3.86	1.084	High Level	4.07	0.604	High Level
Overall	4.15	0.741	High Level	4.25	0.342	High Level

The level of JM of employees in the area of Intrinsic Rewards when grouped according to average family monthly income is high. The overall mean for those with lower income is 4.15 (SD=0.741) while that of those with higher income is 4.25 (SD=0.342). The seventh item which states, "I have a good relationship with my colleague," received the highest mean score of 4.51 (SD=0.651) from those with lower monthly income, interpreted as very high level. For those with higher income, Item No. 2, which states, "I feel good whenever I receive good feedback and appreciation for my work," received the highest mean score of 4.46 (SD=0.508) interpreted as high level.

The lowest mean score for those with lower income employees is 3.81 (SD=1.023), interpreted as high level, for the ninth item which states, "My work is adequately and appropriately evaluated and praised." For those with higher income, the lowest mean score is 4.07 (SD=0.604), interpreted as high level, for Item No. 10 which states, "I am praised and appreciated when I can complete my work on time." The result showed that feedback about their performance is generally needed for the JM. The result can be related to that of the study of Rashidi, et al. (2016), which found that recognition plays a significant role in the overall motivation of employees.

Table 22
Level of Job Motivation of Employees in terms of Extrinsic Rewards and Groupings by Family Income

Items	Lower			Higher		
	Mean	SD	Interpretation	Mean	SD	Interpretation
1. I feel that I am fairly compensated for the work that I do.	3.73	1.097	High Level	4.18	0.772	High Level
2. The organization provides incentives and benefits that would make working easier and more valuable.	3.62	1.037	High Level	4.07	0.466	High Level
3. I feel that the incentives and rewards provided to employees are fair and reasonable, and I feel that I am rewarded fairly for the work that I do.	3.62	1.037	High Level	4.00	0.720	High Level
4. The incentive and rewards I receive motivate me to do my job well.	4.11	0.875	High Level	4.21	0.686	High Level
5. The incentive I will receive is tied to my performance rating; hence I need to do well in my performance rating. (e.g., I will not receive any bonuses if I do not have at least a "Satisfactory" rating).	3.86	0.822	High Level	4.04	0.838	High Level

6. I am aware of the criteria I must meet to receive incentives, bonuses, or rewards.	4.19	0.660	High Level	4.14	0.705	High Level
7. I receive a higher salary than those working in the private sector doing similar work that I have.	3.54	0.931	High Level	3.96	0.693	High Level
8. I receive 14th Month Pay (Year-end Bonus) not enjoyed by some working in the private sector.	4.41	0.725	High Level	4.39	0.832	High Level
9. I still receive salary and benefits despite the government-instituted pandemic lockdowns and work stoppages.	4.65	0.633	Very High Level	4.68	0.476	Very High Level
10. I will receive a higher pension payment upon retirement compared to other workers in the private sector.	4.05	0.780	High Level	4.21	0.630	High Level
Overall	3.98	0.574	High Level	4.19	0.418	High Level

The level of JM of employees in the area of Extrinsic Rewards when grouped according to average family monthly income is high. The overall mean for those with lower income is 3.98 (SD=0.574) while that of the higher monthly income group is 4.19 (SD=0.418).

The highest mean score for both groups is for Item No. 9 which states, "I still receive salary and benefits despite the government-instituted pandemic lockdowns and stoppage of work," with the score of 4.65 (SD=0.633) among those with lower income and 4.68 (SD=0.476) among the higher income group, both interpreted as very high level.

Item No. 7 which states, "I receive a higher salary than those who are working in the private sector doing similar work that I have," was given the lowest mean score by both groups (M=3.54, SD=0.931 for those with lower income, and M=3.96, SD=0.693 for the higher monthly income group) both interpreted as high level. The result showed that the employees perceive that they receive lesser income than their private counterparts. The result can be related to the study of Sule, et al. (2015) which found that there is a relationship between adequate compensation and motivation. Compensation can be adequate when it satisfies workers' economic, psychological, growth, and motivational needs. Such compensation can help to retain satisfactory employees and, in the long run, complement the effort, loyalty, experience, and achievement of such workers.

Table 23

Level of Job Motivation of Employees in the area of Career Growth when grouped according to Family Income

Items	Lower			Higher		
	Mean	SD	Interpretation	Mean	SD	Interpretation
1. I feel that I am in control of my career path and that I am progressing in my personal and professional development in the organization.	4.08	0.759	High Level	4.25	0.646	High Level
2. I have a clear promotion and career path.	3.70	0.661	High Level	3.89	0.832	High Level
3. I understand, and I am aware of the criteria I must meet to be promoted.	4.19	0.811	High Level	4.11	0.875	High Level
4. My organization supports me in exploring my professional interests and goals.	3.78	0.854	High Level	4.04	0.793	High Level
5. I feel like I'll have the opportunity to reach my full potential in my organization.	3.73	0.732	High Level	4.14	0.651	High Level
6. My company promotes people from within the organization.	3.92	0.894	High Level	4.04	0.838	High Level
7. I have a good sense of job security.	4.27	0.732	High Level	4.46	0.576	High Level
8. The organization has defined my roles and responsibilities and how I can contribute to the success of the organization.	4.05	0.911	High Level	4.25	0.646	High Level
9. I am provided with training and professional development to improve my work.	3.68	1.107	High Level	3.89	0.737	High Level
10. My job allows me to sharpen my professional skills and competence.	4.16	0.866	High Level	4.29	0.600	High Level
Overall	3.96	0.687	High Level	4.14	0.504	High Level

The level of JM of employees in the area of Career Growth when grouped according to average family monthly income is high. The overall mean for those with lower income is 3.96 (SD=0.687) while that with higher income is 4.14 (SD=0.504). Item No. 7 which states, "I have a good sense of job security," received the highest mean score from both groups with 4.27 (SD=0.732) among the lower monthly income group and 4.46 (SD=0.576) among those with higher income, both interpreted as high level. Job security is the motivation of employees regardless of their income status.

Both the lower (M=3.68, SD=1.107) and the higher (M=3.89, SD=0.737) monthly income groups gave the lowest mean score for Item No. 9 which states, "I am provided with training and professional development to improve my work," interpreted as high level. In addition, those with higher monthly income gave the same lowest mean score (SD=0.832), interpreted as high level, to the second item which states, "I have a clear promotion and career path." The result shows that both groups feel that the training and professional development they receive from the organization is not enough. In addition, higher average family monthly income employees feel that their career path in the organization is not clear.

The result is related to the study of Matlokoa, et al. (2018) showing the importance of training as either a direct or indirect link between employee motivation and organizational performance because the success and failure of any organization to achieve its objectives depends highly on the training of its workforce. Haryono, et al. (2020) also added that training proved to positively and significantly affect work motivation.

Table 24
Level of Job Motivation of Employees in terms of Intrinsic Rewards and Groupings by Length of Service

Items	Shorter			Longer		
	Mean	SD	Interpretation	Mean	SD	Interpretation
1. I feel that my work is seen and appreciated within my organization.	4.10	0.672	High Level	3.92	0.862	High Level
2. I feel good whenever I receive good feedback and appreciation for my work.	4.40	0.672	High Level	4.32	0.802	High Level
3. I feel I am contributing to the overall goals of my organization.	4.30	0.758	High Level	4.36	0.638	High Level
4. I am aware that I can be recognized for the outstanding work rendered.	4.05	0.815	High Level	4.20	0.817	High Level
5. The recognition I receive from my direct superior motivates me to do my best.	4.30	0.823	High Level	4.44	0.712	High Level
6. My direct supervisor/principal entrusts me with a high level of responsibility.	4.18	0.549	High Level	4.28	0.792	High Level
7. I have a good relationship with my colleague.	4.43	0.594	High Level	4.44	0.651	High Level
8. I am Part of the solution to the organization's problems.	4.28	0.716	High Level	4.04	0.676	High Level
9. My work is adequately and appropriately evaluated and praised.	3.95	0.749	High Level	3.92	0.997	High Level
10. I am praised and appreciated when I can complete my work on time.	3.98	0.920	High Level	3.92	0.909	High Level
Overall	4.20	0.582	High Level	4.18	0.641	High Level

The level of JM of employees in the area of Intrinsic Rewards when grouped according to length of service is high with the overall mean for those with shorter length of service at 4.20 (SD=0.582) and those with longer length of service at 4.18 (SD=0.641). For both groups, Item No. 7 which states, "I have a good relationship with my colleague," received the highest mean score (shorter at M=4.43 SD=0.549, longer at M=4.44, SD=0.651), both interpreted as high level. In addition, Item No. 5 which states, "The recognition I receive from my direct superior motivates me to do my best," also received the highest mean score at 4.44 (SD=0.712) among employees with longer length of service, still interpreted as high level.

For both the shorter (M=3.95, SD=0.749) and longer (M=3.92, SD=0.997) groups, Item No. 9 which states, "My work is adequately and appropriately evaluated and praised" was given the lowest mean score, both interpreted as high level. In addition, those with longer length of service, gave the same lowest mean score, both interpreted as high level, for Item No. 1 (SD=0.862) which states, "I feel that my

work is seen and appreciated within my organization," and Item No. 10 (SD=0.909) which states, "I am praised and appreciated when I can complete my work on time."

This relates to the study of Jauhar, et al. (2021), which found that organizations need to have an effective performance appraisal system. The absence of an effective performance appraisal system discourages employees, demotivates, and causes resentment.

Table 25

Level of Job Motivation of Employees in terms of Extrinsic Rewards and Groupings by Length of Service

Items	Shorter			Longer		
	Mean	SD	Interpretation	Mean	SD	Interpretation
1. I feel that I am fairly compensated for the work that I do.	3.93	0.582	High Level	3.92	0.641	High Level
2. The organization provides incentives and benefits that would make working easier and more valuable.	3.90	1.023	High Level	3.68	0.954	High Level
3. I feel that the incentives and rewards provided to employees are fair and reasonable, and I feel that I am rewarded fairly for the work that I do.	3.95	0.900	High Level	3.52	0.802	High Level
4. The incentive and rewards I receive motivate me to do my job well.	4.35	0.904	High Level	3.84	0.918	High Level
5. The incentive I will receive is tied to my performance rating; hence I need to do well in my performance rating. (e.g., I will not receive any bonuses if I do not have at least a "Satisfactory" rating).	3.95	0.700	High Level	3.92	0.850	High Level
6. I am aware of the criteria I must meet to receive incentives, bonuses, or rewards.	4.15	0.846	High Level	4.20	0.812	High Level
7. I receive a higher salary than those working in the private sector doing similar work that I have.	3.88	0.736	High Level	3.48	0.577	Moderate Level
8. I receive 14th Month Pay (Year-end Bonus) not enjoyed by some working in the private sector.	4.40	0.778	High Level	4.40	0.764	High Level
9. I still receive salary and benefits despite the government-instituted pandemic lockdowns and work stoppages.	4.58	0.549	Very High Level	4.80	0.577	Very High Level
10. I will receive a higher pension payment upon retirement compared to other workers in the private sector.	4.13	0.822	High Level	4.12	0.526	High Level
Overall	4.12	0.516	High Level	3.99	0.526	High Level

The level of JM of employees in the area of Extrinsic Rewards when grouped according to length of service is high with overall mean for those with shorter length of service at 4.12 (SD=0.516) and those with longer length of service at 3.99 (SD=0.526). Item No. 9 which states, "I still receive salary and benefits despite the government-instituted pandemic lockdowns and stoppage of work" received the highest mean score for both groups with shorter (M=4.58, SD=0.549) and longer (M=4.80, SD=0.577) lengths of service, both interpreted as very high level.

Employees with both shorter length of service (M=3.88, SD=0.736), interpreted as high level, and longer length of service (M=3.48, SD=0.577), interpreted as moderate level, gave the lowest mean score to Item No. 7 which states, "I receive a higher salary than those working in the private sector doing similar work that I have." The result shows that employees feel that the rewards they receive, in contrast to those in the private sector, do not commensurate with their work. This relates to the study of Falk (2014) which concluded that employees are predominantly motivated by maximizing material payoffs.

Table 26

Level of Job Motivation of Employees in terms of Career Growth and Groupings by Length of Service

Items	Shorter			Longer		
	Mean	SD	Interpretation	Mean	SD	Interpretation

1. I feel that I am in control of my career path and that I am progressing in my personal and professional development in the organization.	4.25	0.670	High Level	4.00	0.764	High Level
2. I have a clear promotion and career path.	3.83	0.747	High Level	3.72	0.737	High Level
3. I understand, and I am aware of the criteria I must meet to be promoted.	4.15	0.864	High Level	4.16	0.800	High Level
4. My organization supports me in exploring my professional interests and goals.	3.88	0.853	High Level	3.92	0.812	High Level
5. I feel like I'll have the opportunity to reach my full potential in my organization.	3.95	0.714	High Level	3.84	0.746	High Level
6. My company promotes people from within the organization.	3.98	0.832	High Level	3.96	0.935	High Level
7. I have a good sense of job security.	4.35	0.580	High Level	4.36	0.810	High Level
8. The organization has defined my roles and responsibilities and how I can contribute to the success of the organization.	4.20	0.791	High Level	4.04	0.841	High Level
9. I am provided with training and professional development to improve my work.	3.70	0.939	High Level	3.88	1.013	High Level
10. My job allows me to sharpen my professional skills and competence.	4.35	0.662	High Level	4.00	0.866	High Level
Overall	4.06	0.564	High Level	3.99	0.703	High Level

The level of JM of employees in the area of Career Growth when grouped according to length of service is high with an overall mean of 4.06 (SD=0.564) for those with shorter length of service and 3.99 (SD=0.703) for those with longer length of service. Both groups with shorter (M=4.35, SD=0.580) and longer (M=4.36, SD=0.810) lengths of service gave the highest mean scores to Item No. 7 which states, "I have a good sense of job security" both interpreted as high level. Likewise, Item No. 10, which states, "My job allows me to sharpen my professional skills and competence" received the highest mean score of 4.35 (SD=0.662), interpreted as high level, among those with shorter length of service.

The lowest mean score was given by those with shorter length of service to Item No. 9 which states, "I am provided with training and professional development to improve my work," at 3.70 (SD=0.939), while those with longer length of service gave the lowest mean score (M=3.72, SD=0.737) to Item No. 2 which states, "I have a clear promotion and career path," both interpreted as high level. Asaari, et al. (2019) presented the importance of promotion in improving employee motivation. In addition, delays in promoting employees even though they are qualified for promotion would cause poor motivation among employees.

A Comparative Analysis of the Level of Job Satisfaction of Employees in the areas of Compensation and Benefits, Workload, and Support from Management when grouped and compared according to Age, Family Income, and Length of Service

Table 27

Difference in the Level of Job Satisfaction of Employees in the area of Compensation and Benefits when grouped and compared according to Selected Variables

Variable	Category	N	Mean Rank	Mann Whitney U - Test	p-value	Sig. level	Interpretation
Age	Younger	34	35.97	426.000	0.183		Not Significant
	Older	31	29.74				
Average Family Monthly Income	Lower	37	33.00	518.000	1.000	0.05	Not Significant
	Higher	28	33.00				
Length of Service	Shorter	40	32.94	497.350	0.973		Not Significant
	Longer	25	33.10				

There is no significant difference in the area of Compensation and Benefits when the respondents were grouped and compared according to the variables since the derived p-value were all above the level of significance of 0.05. Therefore, the null hypothesis is accepted. This implies that age, average family monthly income, and length of service do not affect the level of JS of employees in the area of compensation and benefits.

Table 28

Difference in the Level of Job Satisfaction of Employees in the area of workload when grouped and compared according to Selected Variables

Variable	Category	N	Mean Rank	Mann Whitney U - Test	p-value	Sig. level	Interpretation
Age	Younger	34	35.59	439.000	0.246	0.05	Not Significant
	Older	31	30.16				
Average Family Monthly Income	Lower	37	32.89	514.000	0.958	0.05	Not Significant
	Higher	28	33.14				
Length of Service	Shorter	40	32.71	488.500	0.876	0.05	Not Significant
	Longer	25	33.46				

In the area of workload, there is no significant difference in the levels of JS among employees when they were grouped and compared according to variables. The computed p-value are all above the level of significance of 0.05, hence, the null hypothesis is accepted. It implies that age, average family monthly income, and length of service do not affect the level of JS of employees in the area of workload.

Table 29

Difference in the Level of Job Satisfaction of Employees in the area of Support from Management when grouped and compared according to Selected Variables

Variable	Category	N	Mean Rank	Mann Whitney U - Test	p-value	Sig. level	Interpretation
Age	Younger	34	35.53	441.000	0.257	0.05	Not Significant
	Older	31	30.23				
Average Family Monthly Income	Lower	37	32.64	504.500	0.858	0.05	Not Significant
	Higher	28	33.48				
Length of Service	Shorter	40	31.51	440.500	0.421	0.05	Not Significant
	Longer	25	35.38				

The computed p-values when the respondents were grouped and compared according to variables are all above the level of significance of 0.05, thus, there is no significant difference in the level of JS among employees in the area of Support from management when grouped and compared according to variables. Therefore, the null hypothesis is accepted. It implies that age, average family monthly income, and length of service do not affect employees' level of JS in the finance department in the area of support from management.

A Comparative Analysis on Level of Job Motivation of Employees in terms of Intrinsic Rewards, Extrinsic Rewards, and Career Growth when grouped by Age, Family Income, and Length of Service

Table 30

Difference in the Level of Job Motivation of Employees based on Intrinsic Rewards when Grouped according to Selected Variables

Variable	Category	N	Mean Rank	Mann Whitney U - Test	p-value	Sig. level	Interpretation
Age	Younger	34	34.28	483.500	0.566		Not Significant
	Older	31	31.60				
Average Family Monthly Income	Lower	37	34.00	481.000	0.623	0.05	Not Significant
	Higher	28	31.68				
Length of Service	Shorter	40	32.01	460.500	0.593		Not Significant
	Longer	25	34.58				

The comparative analysis on the level of JM of employees in the area of Intrinsic Rewards when grouped and compared according to variables show that the p-values are all above the level of significance of 0.05 and is interpreted as not significant. Therefore, the null hypothesis is accepted. It implies that age, average family monthly income, and length of service do not affect the level of JM of employees in the area of intrinsic rewards.

Table 31

Difference in the Level of Job Motivation of Employees based on Extrinsic Rewards when grouped according to Selected Variables

Variable	Category	N	Mean Rank	Mann Whitney U - Test	p-value	Sig. level	Interpretation
Age	Younger	34	37.71	367.000	0.035		Significant
	Older	31	27.84				
Average Family Monthly Income	Lower	37	30.78	436.000	0.275	0.05	Not Significant
	Higher	28	35.93				
Length of Service	Shorter	40	34.73	431.000	0.350		Not Significant
	Longer	25	30.24				

Except for the variable of age with a p-value of 0.035, interpreted as significant, the comparative analyses on the level of JM in the area of Extrinsic Rewards when grouped and compared according to average family monthly income, and length of service show that there is no significant difference. Therefore, the null hypothesis that states, "There is no significant difference in the level of JM of employees when grouped and compared according to average family monthly income, and length of service" is accepted. It implies that average family monthly income and length of service do not affect the level of JM of employees in the finance department in the area of extrinsic rewards.

On the other hand, the null hypothesis, "There is no significant difference in the level of JM of employees when grouped and compared according to age," is rejected. It implies that age affects the level of JM of employees in the area of extrinsic rewards. The study of Wnek (2019) confirms this result which

found a negative correlation between age and extrinsic motivation as the age of the employee increases. Younger employees are more driven by extrinsic rewards such as compensation, benefits, and incentives than intrinsic drivers such as willingness to learn, grow and develop in their careers. In comparison, older employees tend to be intrinsically motivated.

Table 32

Difference in the Level of Job Motivation of Employees based on Career Growth when Grouped according to Selected Variables

Variable	Category	N	Mean Rank	Mann Whitney U - Test	p-value	Sig. level	Interpretation
Age	Younger	34	34.49	476.500	0.506		Not Significant
	Older	31	31.37				
Average Family Monthly Income	Lower	37	31.31	455.500	0.406	0.05	Not Significant
	Higher	28	35.23				
Length of Service	Shorter	40	33.46	481.500	0.802		Not Significant
	Longer	25	32.26				

The level of JM of employees in the area of Career Growth when grouped and compared according to variables are not significant. Therefore, the null hypothesis is accepted. It implies that age, average family monthly income, and length of service do not affect the level of JM of employees in the area of career growth.

Conclusion

In terms of compensation and benefits, employees were found to have a very high level of JS. This high satisfaction level appears to have stemmed from commensurate workload and management support at the same time. This conclusion found support from the Dual-factor Theory of Frederick Herzberg which considered salary, workload, and management support as motivators and hygiene factors. They are highly motivated at work in all three constructs—*intrinsic rewards, extrinsic rewards, and career growth*. The latter henceforth appears to be the strongest motivator in the research environment. Hence, the study showed that employees were both intrinsically and extrinsically motivated to do their job consistent with the theory of self-determination of Edward Deci and Richard Ryan. When grouped by age, family income, and length of service, employees had a high level of JS in the areas of workload and support from management. However, it was noted that the JS level was very high in compensation and benefits for those who are younger, with higher family income, and for both for shorter and longer-tenured respondents. When employees were categorized by age, family income, and length of service, they had a high level of JM in all areas. Subsequent analysis showed no significant difference in the JS in all three areas based on groupings by age, family income, and length of service. Still, no significant difference was found in JM based on intrinsic rewards and career growth when employees were classified by age, family income, and length of service. However, when JM was compared among groups based on age, a significant difference surfaced in the area of extrinsic rewards. The findings call for a thorough review of the prevailing policies and procedures of the organization to address areas with gaps in JS and JM.

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