



## JOB SATISFACTION AND WORK VALUES OF GOVERNMENT EMPLOYEES IN SELECTED MUNICIPALITIES OF CAVITE, PHILIPPINES

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### ABSTRACT

The development of human resources is one of the most significant programs in any type of organization for it will not only contribute to the overall improvement of an individual but the organization, as a whole. This study focused on determining the job satisfaction and work values of government employees in selected municipalities in the province of Cavite, Philippines. A total of 322 participants were obtained using Slovin's formula and a simple random sampling technique was used. Descriptive and inferential research designs were utilized for data analysis. Findings revealed that the majority of the participants were in the middle-aged bracket; there were more female employees than male ones. Majority of the participants were married, college graduates, permanent ones were dominant, and most of them had been in public service for almost a decade. In terms of the level of job satisfaction, employees were highly satisfied, however, the work activity of employees was only rated as somewhat high. On the other hand, the work values of the employees were rated as highly valued and important. A significant relationship was found between job satisfaction and work values, which indicates that if their satisfaction increases, their work values increase or vice versa. Hence, job satisfaction and good work values are important indicators of attaining the vision and mission of an organization, especially local government units. Municipal heads and human resource managers should continue to cultivate satisfied and good workforce values among municipal employees. Thus, government policies and programs should continue to motivate and encourage more employees to be committed to their profession.

**Keywords:** Quantitative Research, Job satisfaction, Work Values, Government Employees

### INTRODUCTION

Local Government Units (LGUs) have a significant part in the national growth and advancement of a bureaucratic country like the Philippines. The status of the whole country is defined by the economic and political stability

of the LGUs. The importance of paying enough attention to the functions and activities of local governments and exerting attempts to build the domains and economically secure, as well as provide services to meet the citizenry's requirements. However, it is indisputable that

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the public should also look at the performance of local government employees. According to a SWS study on good local government conducted in 2012, 68% of Filipinos believe their city or municipality governments are corrupt. This is up from 64 percent in 2011 and 58 percent in 2009, when the survey was originally conducted. There are some government agencies who feels that perceptions of corruption in the municipal administrations are tied to the duty of providing business and other permits.

In connection with this, government employees should strive for the highest possible work ethics since it has a significant impact on workplace performance (Benedicto & Caelian, 2021). Employees in municipal government generally have a commitment to and accountability for their jobs. The influence of the occupation on work-life balance, as well as the rising pressures of public affairs, could affect their dedication to the field. According to the literature, people become dedicated to organizations for a number of reasons, including a strong commitment to the organization's values, an understanding of the consequences of quitting, and a sense of duty to the institution (Meyer & Allen, 1997). Employee involvement is a key indicator of productivity and engagement, and performance will grow, and they become more efficient, as long as they feel appreciated and pleased at work Corpuz et al. (2022). Thus, awareness of how government staff become pleased and devoted to their jobs, and how different elements can be a factor in the level of dedication, is critical to improving their performance.

Previous studies have been piloted on the link between work fulfillment and values in private institutions, particularly large corporations. Hence, this study concentrated on the connections between the different factors in the government settings, particularly municipalities of different local government units. Moreover, given the dynamic nature of the government environment and the shifting demographics of its workforce, it is essential to

comprehend the employee's work activities and commitments.

This study emphasized the level of job fulfillment and work values and their relationship among employees in selected municipalities in Cavite, Philippines. It aimed to help the human resource departments, of each identified municipality with their decisions on how to continuously improve employees' personal and occupational characteristics, relating to job satisfaction and work values. Consequently, the result may encourage them in their pursuit of productivity, efficiency, and effectiveness, which are eventually associated with the service excellence offered to the public.

**Framework of the Study**

This study was anchored on the conceptual framework that is shown below in Figure 1. Job satisfaction, which is the independent variable, is the condition in which municipal employees are satisfied with their needs such as general working conditions, pay and promotion, work activities, and use of skills and abilities. On the other hand, the dependent variables, which are the work values, are a set of standards which the municipal employee considers important in their work based on self-worth, self-realization, self-esteem, and self-interaction. In this study, employee engagement and performance were measured using the 5-point Likert Scale, 5 (highest) and 1(lowest).

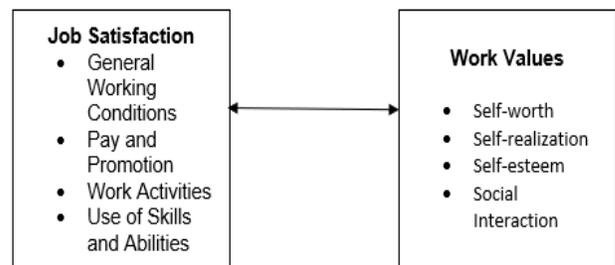


Figure 1. Conceptual framework of the study.



**OBJECTIVES OF THE STUDY**

This study determined the extent to which work values are associated with job satisfaction among public sector employees in a number of municipalities located within the province of Cavite, Philippines. Specifically, it sought to fulfill the following specific objectives:

1. Determine the profile of municipal employees.
2. Identify the level of the job satisfaction and work values of municipal employees.
3. Determine the significant relationship between government employees' job satisfaction and work values.

**METHODOLOGY**

The descriptive-correlational method was used in this study. It is a technique aimed at determining whether or not two or more variables are connected to each other. Descriptive design is concerned with the conditions of the practices that prevail or processes that develop. This technique was adopted to describe the current behavior or features of a population. The collection and tabulation of data is only one part of the descriptive research process. It entails a number of criteria in determining the meaning and relevance of the information provided. On the one hand, correlational design was used to find out whether one or more variables have a relationship. Using this design, the relationships between job satisfaction and work values were determined.

A total of 322 participants was computed using Slovin's formula and selected using a simple random sampling technique. Table 1 shows that the greatest number of participants came from municipalities No.7, with 24%, and No.3 with 20%. The least percentage of 6% came from the municipality No.2, with only 18 participants.

**Table 1**  
*Distribution of participants by municipalities.*

Municipality	Population	Sample	Percentage (%)
Municipality 1	158	31	9
Municipality 2	92	18	6
Municipality 3	333	64	20
Municipality 4	125	24	8
Municipality 5	200	39	12
Municipality 6	202	39	12
Municipality 7	408	79	24
Municipality 8	145	28	9
<b>Total</b>	<b>1,663</b>	<b>322</b>	<b>100</b>

A simple random sample was used to ensure that all samples of the same size had the same chance of being chosen from the population. Random sampling is a procedure in which every participant has an equal probability of being chosen. The survey questionnaires were adopted from Smith and Hoy (Job Satisfaction Test, 1992), and Zytowski (Work Values Checklist, 1994 and 2006). This was later tested in terms of validity by experts in the field of human resource management and reliability through pilot testing with a Cronbach Alpha coefficient of 0.76. Moreover, before the gathering of data, a consent letter was given to the target respondents, asking permission to gather data from them, and the said letter was also signed by the participants. The questionnaire included a letter and objectives to provide participants with brief information about what they were being asked to respond to and, second, to motivate them to participate in answering the questionnaire. A consent letter was also signed by the participants for their voluntary participation.

Frequency, percentage, and standard deviation (SD) were computed to describe the demographic characteristics of the participants such as age, sex, and civil status. Mean and SD deviation was utilized in analyzing the level

of employee engagement and the level of employee performance. Pearson's  $r$  correlation was used to analyze if there was an association between job satisfaction and work values. The main source of data is the list of employees provided by human resource officers of selected municipalities in Cavite. Municipal employees were classified according to their employment status as permanent, casual, contractual, job order, and coterminous. For the secondary collection of data, the study used information gathered from scholarly articles, books, online journals, theses, and other published readings, as well as online articles.

## RESULTS AND DISCUSSIONS

### 1. Socio-Demographic Profile of Employees

**Age.** Results of the analysis indicated that the age of the participants ranged from 19 to 64 years old. The majority of them were between the ages of 33 and 39, accounting for 27% of the total number of participants. Seventeen percent belonged to the age group of 54 years and above, while 16 percent were found to be part of the 26 to 32-year age group. Fourteen percent of participants were aged 40 to 46, and 14 percent were between the ages of 47 and 53. Age brackets of 25 years and below got the smallest percentage, which is 12 percent. These data imply that the majority of the municipal personnel in District VII in Cavite were mid-aged, with an average age of 40 years old. They can be said to be quite mature, not only in age but also in their work disposition.

**Sex.** The majority of the participants (74%) were female, with males accounting for only 26%. This may be due to a general preference of female workers from within or around the municipalities of District VII in Cavite for non-technical administrative office work as opposed to manual labor or technical jobs.

**Civil status.** Most of the participants were married (69%), followed by those who were single (28%), and the least number was found widowed (3%). It is presumed that married employees are more burdened with family responsibilities and so are more likely to remain loyal and at peace with the organization than their single counterparts, who are in a better position to keep seeking greener pastures whenever possible.

**Educational attainment.** Most of the participants were college graduates (94%), some were college undergraduates (5%), and the rest were high school graduates (1%). It shows that the majority of the municipal employees finished college, which also implies that the participants are not only physically qualified but also have sufficient educational qualifications. The preference of college graduates over other educational attainment categories is the norm in the government sector.

**Employment status.** The majority of participants (67%) were permanent, followed by job order (17%), casual (13%), contractual (2%), and co-terminus (1%). As cited earlier, most of the employees were mid-aged. Since most of them serve for quite a long time, they usually become permanent.

**Length of service.** Most of the participants rendered 2 to 7 years of service (38%). Fourteen percent belonged to 8 to 13 years, followed by 1 year and below (13%). Twelve percent were aged 14 to 19, nine percent were aged 20 to 25, and eight percent were aged 26 to 31. The least percentage belonged to those aged 32 and above (6%). This means that the majority of municipal employees in Cavite's have extensive experience providing public service and have formed a strong feeling of commitment to the institution.

### 2. Level of Job Satisfaction of Employees



Job satisfaction denotes to how satisfied an individual is with his or her work. It's about a person's sentiments or state of mind in relation to their employment. Since several studies argue that employee satisfaction influences employee motivation, goal success, and optimistic workplace morale, which is supported by the study of Corpuz et al. (2022) that motivation is an important factor that explains performance.

**Table 2**  
*Level of job satisfaction*

Indicators	Mean	Standard Deviation	Remarks
General working conditions	4.27	0.471	Highly Satisfied
Pay and promotion	4.25	0.599	Highly Satisfied
Work activities	4.08	0.418	Somewhat Satisfied
Use of skills and abilities	4.28	0.494	Highly Satisfied
<b>Overall</b>	<b>4.22</b>	<b>0.424</b>	<b>Highly Satisfied</b>

Table 2 exhibits that government personnel were highly satisfied with their jobs regarding decent working conditions (4.27), compensation and advancement (4.25), and the use of their talents and abilities (4.28). The employees were somewhat satisfied with work activities (4.08). The overall mean score was 4.22, which means employees of the government were highly satisfied with their jobs. It reveals that they were comfortable with their work, fully committed, happy and productive. The result is related to the study by Kadarisman (2013) who found that government personnel was satisfied with their jobs for a variety of reasons, including pay, superior-subordinate relationships, staff cooperation, professional growth, and safe working conditions. The results are also connected to Nitafan & Camay's (2020) study

on Local Government Employees' Work Motivation and Job Satisfaction, which stated that workers have a high degree of job happiness, co-worker support, and working circumstances, but government employees have just a modest level of satisfaction with benefits and management assistance. Moreover, a similar finding was obtained in research by Kalfa et al. (2016), which revealed that 98.8 percent of government workers are moderately and highly satisfied with their jobs.

A number of factors are attributed to this lack of job satisfaction among employees. They were probably provided a sense of achievement as they perceived that their current work was comfortable, challenging, and respected by others. Employees may have received reasonable compensation, and their chances of advancement were limited to what they perceived to be adequate and competitive in terms of pay and promotion. Employees encounter a fair distribution of job tasks, duties, and responsibilities when it comes to work activities. The employees were content with the opportunities that were set by their heads to learn new skills, develop and enhance their quality of life, and utilize their skills and abilities. Thus, being satisfied at work is important in a man's life since it has a favorable impact on the individual's personal and social adjustment and is a vital aspect to consider in the workplace.

Good and strong relationships are also important since they encourage teamwork among employees. Therefore, in order to attain highly pleased and productive job performance in a work setting, effective individuals should exhibit this crucial skill (Pascua et al., 2022).

### 3. Level of Work Values of Employees

Work values influence an individual's conduct, direction, and motives in the achievement of long-term goals. On a more personal level, work values comprise an individual's general understanding of, orientation to, and contentment with the workplace.



**Table 3**  
*Level of work values*

Indicators	Mean	Standard Deviation	Remarks
Self-worth	4.23	0.458	Highly Valued
Self-realization	4.22	0.434	Highly Valued
Self-esteem	4.12	0.436	Valued
Social interaction	4.25	0.432	Highly Valued
Overall	4.20	0.384	Highly Valued

Based on the results, the employees observed self-esteem as an important work value and rated self-worth, self-realization, and social interaction as highly valued. The overall mean value was 4.20. This indicates that government employees give high importance to their work, feel at ease and are honored by their organization.

The majority result of high, as seen in Table 3, is related to the study of (Gelido, 2018), who found that women employees' work values of timeliness, integrity, politeness, collaboration and professionalism in the execution of their jobs have led to their high degree of job desire in their current and future professional situations. However, the findings are contrary to the study of Acero (2016) regarding the work values of government officials. In the light of ASEAN integration, he found out that among different participants, only department heads have a high level of work values. This may be possible for government workers because various career experiences can also have resulted in different concerns about professional values, as supported by Muangdang et al. (2015).

A value is a standard that people hold in high regard and that is connected to all aspects of their personal and professional lives. Employees give value to their work in which they are allowed to acquire new knowledge, encouraging them to learn and scrutinize things while working, satisfying their dreams and needs and, as much as possible, permitting them to work with new approaches because they become proficient when they are engaged with different work responsibilities

that are frequently changing in the content setting of people. The above results also indicate that employees feel comfortable with their work when they are protected, provided with good insurance, and cared for when they are sick. Furthermore, they are at ease when they receive an equitable award for their work, receive an appropriate salary increase, and work happily together with colleagues to complete a task.

**4. Relationship between Job Satisfaction and Work Values**

**Table 4**  
*Relationship between Job satisfaction and Work values*

Variable	Correlation	P-Value	Interpretation	Decision
Job Satisfaction and Work Values	3.840	0.000	Highly Significant	Reject Ho

*significant at 0.05 level using Pearson Correlation Coefficient*

Using Pearson's r correlation, the relationship between the two variables was highly significant at 5 percent level with a p-value of .000. Hence, the null hypothesis was rejected. This is similar to the studies of Wang et al. (2019), and Huo and Boxall (2018) who discovered that work satisfaction is influenced by attitude and HR practices, vis-a-vis which can result to work satisfaction. Moreover, Moniarou-Papaconstantinou & Triantafyllou (2015) cited those opportunities for growth, innovation, independence, and knowledge integration and talents, and acceptance of novel technical breakthroughs. Locke & Latham (1990) also hold a similar idea that job satisfaction is determined by the person in relation to his or her job, not by the person or the job alone. Job satisfaction involves the corresponding effect of an individual's values on what the job offers. If the job is considered to fulfill one's important values, job satisfaction is the result.

Furthermore, the findings of Fute et al. (2022) revealed a significant impact of participants' work values on job fulfillment via



the moderating function of job involvement. According to the study, work values were substantially connected with the relationship between motivation and job fulfillment. During the COVID-19 outbreak, workers' work values and involvement played a part in determining a satisfied work. The significant relationship between job satisfaction and the work values in this study can be determined by the government's ability to provide for their needs. Among the factors that influence the employees' satisfaction and work values are the management's ability to provide a convenient work environment and offer equal compensation based on their work values and performance, which is also related to the study of Corpuz et al. (2022) who found and concluded that, employee engagement is a strong predictor of performance that as long as employees feel valued and happy at work, their engagement and performance will rise, and they will become more productive.

### CONCLUSIONS

This study determined the extent to which work values are associated with job satisfaction among public sector employees in a number of municipalities located within the province of Cavite, Philippines. Some of the conclusions derived from these observations are as follows:

1. Most of the municipal government employees in District VII of Cavite, Philippines were women in their forties, married, with a Bachelor's degree, a permanent job, and 2–7 years of experience. This makes them mature, not just because of their age, but also because of how they work and how committed they are to the institution.
2. Workers highly valued their own sense of self-worth, self-realization, and social interaction as aspects of their work. These public servants place a high value on their jobs, enjoy a pleasant working environment, and are

respected by the organization they work for.

3. The government's capacity to meet employees' demands affects their job satisfaction and work values. Management's capacity to provide a convenient work environment and equal pay based on performance affect employee satisfaction and work values.

### RECOMMENDATIONS

The findings and the overall conclusions of the study have led to the formulation of the following recommendation.

1. An analytic approach should be utilized as a strategy for supervising and understanding the employees.
2. The local officials involved in the assessment should also necessitate and monitor the holding of planning sessions at the start of the rating period during which probable outputs will be measured.
3. Regular in-service training programs in human relations must be implemented to improve their knowledge, skills, and attitude. There should be guidelines developed before and after these training interventions, and systems established for evaluating the impact of such training.
4. Courses like recreational activities and awarding ceremonies should be made available to deserving employees in order for them to feel appreciated and that their efforts are recognized. Although the government workers' levels on the two variables stated were high, there is still room for improvement.
5. There is still something that can be done for the employees to be greatly satisfied with their job and enhance their values at work. Hence, it is imperative for the administration to articulate and device strategic policies



and programs that will inspire and incentivize a greater number of workers to be committed to their jobs.

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