Workforce Demographic and Motivation for Job Satisfaction Among Government Employees

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ABSTRACT

This study sought to identify the relationship between the motivation factors for job satisfaction and gender, age, years of service, and civil status. It also attempted to find out the significant differences in the motivation for job satisfaction of government employees when grouped based on their demographics. Moreover, it sought to identify the appropriate motivation for job satisfaction interventions after a thorough assessment of the respondents. The methodology used was a descriptive survey. The respondents of this study consisted of rank-and-file government employees. The researcher made use of a Web-based survey known as harvested emails. Samples were derived from harvested e-mail lists which are non-probability samples because they were based on a convenience sample of e-mail addresses. This study used the well-known Herzberg's Two Factor Theory as the underlying foundation to establish the relationship between selected workforce demographic variables and motivators to job satisfaction. Based on the responses of the rank-and-file employees, it can be inferred from the study's findings that the organization, the job itself, career growth, and performance management are highly motivating factors for job satisfaction. Significant differences in motivation for job satisfaction were discovered in age and civil status in all responses. While there were also significant differences in gender and length of service but only in some replies of concerned rank-and-file employees. Out of the findings of this study, the researcher recommended some possible interventions such as the development of internal motivation techniques, narrative time during personnel meetings, open forums, and self-motivation techniques.

KEYWORDS: motivators, job satisfaction, Herzberg's Two Factor Theory, harvested emails, internal motivation techniques

INTRODUCTION

Job satisfaction refers to the level of contentment employees feel with their job. Job satisfaction, an immeasurable metric, is defined as a positive emotional response an employee experiences when doing his job or when he is present at work. Leading organizations are now trying to measure this feeling, with job satisfaction surveys becoming a staple at most workplaces.

It's important to remember that job satisfaction varies from employee to employee. In the same work under the same conditions, the factors that help one employee feel good about their job may not apply to another employee.

A Job Street survey conducted recently revealed that government employees are happier with the rate of 7 out of the 10-Point Likert scale. The main factors behind

this happier mode of employees include the reputation of the agency they work in, good relationships with immediate bosses, the work environment, management of their team, job security, mission, vision, and values of the agency, and work-life balance among others. On the contrary, the major complaints of people working for the government are the low salary, lack of travel opportunities, for some lack of performance bonuses as well as career growth. Certainly, employees are most likely to be satisfied with their jobs when they receive incentives, make use of their talents, and are involved in challenging roles that are performed in a friendly and comforting workplace environment.

Government employees are people who work for the national government or any of its political subdivisions, including those who work for businesses that are either owned by the government or under its supervision. According to research, those working for the government find significance in their jobs by improving the lives of the people they serve. This has the benefit of increasing engagement. Many workers join the government because they already believe in the goals of the institution.

Government organizations frequently are unable to offer benefits like stock options, memberships to health clubs, large wage increases, and bonuses as performance-based incentives. Government managers must concentrate on the mission and impact of their agencies while also offering non-financial recognition because there are few opportunities to reward and acknowledge performance. This involves implementing flexible work policies and giving non-cash rewards, which might often just be a simple "thank you" for a job well done.

Studies on motivation are frequently carried out in the private sector, which is anticipated to significantly contribute to

economic growth. The administrative machinery of government, which is tasked with planning, policymaking, and regulating tasks throughout the entire country, is intrinsically linked to the work it does. Only a few studies exist about the motivation for job satisfaction of government employees, particularly the rank-and-file, hence this research.

1. What is the demographic profile of the respondents:
   1.1 gender
   1.2 age
   1.3 years of service
   1.4 civil status
2. What is the level of motivation for job satisfaction of the respondents as to:
   2.1 the organization
   2.2 the job itself
   2.3 career development
   2.4 performance management

3. Are there significant differences in the level of motivation level for job satisfaction of respondents when they are grouped based on demographics?
4. What human resource intervention/s on motivation for job satisfaction could be proposed based on the results of this study?

The findings of this study can help human resource departments in government organizations create methods for rewarding employees and fostering job happiness. Standards could be established and evaluation techniques could be created to enhance the governance of government offices. Government agencies may very well offer their constituents better services through enhanced accountability, transparency, and corporate culture. The public, who are the primary clients of all governmental organizations, may receive better service as a result of performance

standards that have been established after learning about the aspects that affect work satisfaction.

The results of this research could, on the one hand, also benefit the directors of every government organization, who act as the employees' immediate superiors. Understanding their subordinates' workload and well-being may help minimize the number of absences since employees are less stressed and overworked. Ultimately, motivation can be maintained by exhibiting a sincere concern for the problems that are important to the people they are in charge of. This demonstrates the director's respect and recognition of the rank-and-file's contribution to the accomplishment of the government institution.

Not all of the work done in the government is enjoyable. Understanding what actually motivates individuals to feel fulfilled at work may make it easier for them to become more engaged in their line of work. Motivation may lead to a greater sense of ownership over the resources in each government office, which can boost output and resourcefulness. The rank-and-file workers can be motivated to build habits and pick up new skills that will enhance their performance when they detect true drive. These could be the benefits of the lower-level employees in this research.

The results of this study may encourage future researchers to investigate other motivators that can satisfy the rank-and-file in their given jobs, particularly those employed in the government sector.

The study's potential application is significantly constrained by the fact that it only included 100 respondents, a tiny number of rank-and-file workers. Lack of time becomes an issue as a result of the added academic duties. However, these limitations would not in any way invalidate the conclusions of this study.

This study utilized the well-known Herzberg's Two Factor Theory which concerns motivating factors for job satisfaction. The theory emphasizes that besides the fulfillment of basic needs, a person also wants to actualize himself in his job. Self-actualization is a higher order of needs that motivates a person within the organization (Connor, 2018; Golembiewski, Robert T., 2001). Based on this theory, there are two types of work variables that may determine individual motivation at work which are the motivators and the hygiene factors that may satisfy people to work. Motivators serve as stimulants that inspire employees which may include the organization, the job itself, career development, and performance management. These factors define how an employee can be satisfied with work.

Herzberg's Two Factor Theory, which addresses the motivating elements for job satisfaction, was used in this study. According to the theory, a person also desires to actualize themselves in his or her career in addition to having their basic needs met. According to Connor (2018) and Robert T. Golembiewski (2001), self-actualization is a higher order desire that drives a person's motivation inside an organization. According to this idea, there are two categories of work variables—motivators and hygiene factors—that may influence an individual's motivation at work. Employees are stimulated by motivators, which can include the company, the job itself, career advancement, and performance management. These elements specify how a worker can be content with their job. This study will focus only on mentioned motivators for job satisfaction of the rank-and-file employees of the government.

Review of Related Literature and Studies

Motivation is essential in any organization, private or public (Zameer, Nisar, & Amir, 2014). The term motivation, according to Chaudhary and Sharma (2012), is officially derived from "motive," which denotes a person's wants, needs, or goals. Dickson (1973; cited in O'Connor, 2018) proposed in his study that employees are motivated by factors other than money, such as their behavior and attitudes.

Motivation is a factor that influences one's actions and work from within or outward. Motivation, according to Baron (1983; cited in O'Connor, 2018), is a collection of diverse processes that impact and control behavior to reach specific goals and objectives. It is such a powerful influence today that clearly creates and includes a favorable impact on employee satisfaction. The most devoted employees may produce the highest levels of happiness inside an organization, and this can only be accomplished through employee motivation.

About The Organization

The corporate culture can have a significant impact on how motivated employees are. According to Deloitte research, there is a significant link between employees who feel valued and happy at work and those who believe that their company has a strong culture that encourages employees to use their creativity and individuality for the good of others. The CEO of Deloitte has stressed that an organization's culture is what distinguishes it from all the others. No matter what obstacles they may encounter along the way, the organization's culture and overall attractiveness to talent encourage them to stay for the long term (Frankl, 1986; cited in Morrison, et, 2007).

The Job Itself

Several research findings underline the need to give employees a sense that their responsibilities are important and useful if they are to feel motivated. For example, 57 percent of Millennials believe it is vital for their employment to have a positive global impact. According to a 2017 survey done by Globoforce's Work Human Research Institute and IBM's Smarter Workforce Institute, the single most important determinant of a positive employee experience is meaningful work. This indicates how important meaning and purpose are to every employee. Management and the human resources department can devise measures to ensure that workers see their work as more important and purposeful.

Employees must regard employment as being involved with something larger than themselves to find meaning in their work. Employees who adopt a service-centered attitude to their everyday government service practices are less likely to leave or resign. Furthermore, they are more concerned with the quality of their work. Even when "bad days" occur, personnel can maintain their commitment to their employment by keeping the big picture of public service in mind. (Pattakos, 2004; cited in Morrison, et, 2007).

Career Development

Nobody wants to work in a dead-end job. Employees are more inclined to excel when they can see a clear upward path with opportunities to earn more money and take on more responsibility. Employees are shown that they matter to the organization, that their potential is recognized, and that there is room for advancement within their role by upskilling them. It is extremely motivating for these people to be encouraged and supported in becoming a better version of themselves. Career development had a significant effect on work motivation as

proven in the study of Yusuf (2022) among employees in an agriculture and livestock office.

Indeed, according to a LinkedIn study from last year, 94% of employees stated they would stay at their firms longer if their employers took an active role in their learning and development. Not only that, but another poll performed at the end of 2019 discovered that 22% of respondents would leave their current work if better training chances were available elsewhere. However, enrolling staff in training courses and webinars is not enough. What is even more motivating for most professionals is being shown that there are additional rungs on the organizational career ladder that they can climb.

According to a recent Addison Group research, three-quarters of job searchers saw being passed over for a promotion as a motivation to go job shopping. Meanwhile, based on a LinkedIn study, 45 percent of workers left their previous employment at least partially owing to a lack of promotion prospects. Genuine effort is recognized with more opportunities, whether it be a promotion or lateral move within the same department, another region of the organization, or working in a new function.

Performance Management

According to Gibson (1996: cited in Prayoga & Ramadhini, 2019), employee performance is a metric that can be used to compare the outcomes of how tasks and responsibilities were carried out by the organization at a particular time, and the relative metric can be used to assess individual job performance or the performance of the organization. Research shows that a highly motivated employee has a higher level of employee performance. Performance is described by Mangkunegara (2000; cited in Prayoga & Ramadhini, 2019)

as "the quality and quantity of work accomplished by an employee in performing their duties in accordance with the responsibilities assigned to him." Simply performance management, which focuses on employee wellbeing as much as it does on achieving goals, is paving the way for greater levels of motivation and quality of employee output.

According to Torang (2012; cited in Prayoga & Ramadhini, 2019), performance is defined as the quantity or quality of work completed by individuals or groups within an organization in carrying out activities and functions that are based on the norms, standard operating procedures, and measurement criteria in place. Simply put, performance management that prioritizes employee well-being over goal achievement is paving the road for higher levels of motivation and quality of employee production.

Workforce Demographics Affecting Motivation for Job Satisfaction

Even though research to date has generated contradictory results, it has long been considered that gender differences in motivation for job satisfaction. According to studies, while equal employment opportunity laws have aided women in some respects, many still believe they are treated unfairly in personal affairs. They also assume they have advanced further than their male counterparts. As a result, it is reasonable to speculate that employees' perceptions of fairness may influence their motivation to pursue professional fulfillment (Ting, 2001). However, in the study by Oswald and Warr (1996: referenced in Brown, 2005), all indicators of motivation for job satisfaction are the same for both genders.

Other research (Mottazz, 1987; Smith & Plant, 1982; referenced in Brown, 2005) found no gender differences in the desire for

job satisfaction, even though males frequently hold managerial roles and women have clerical ones.
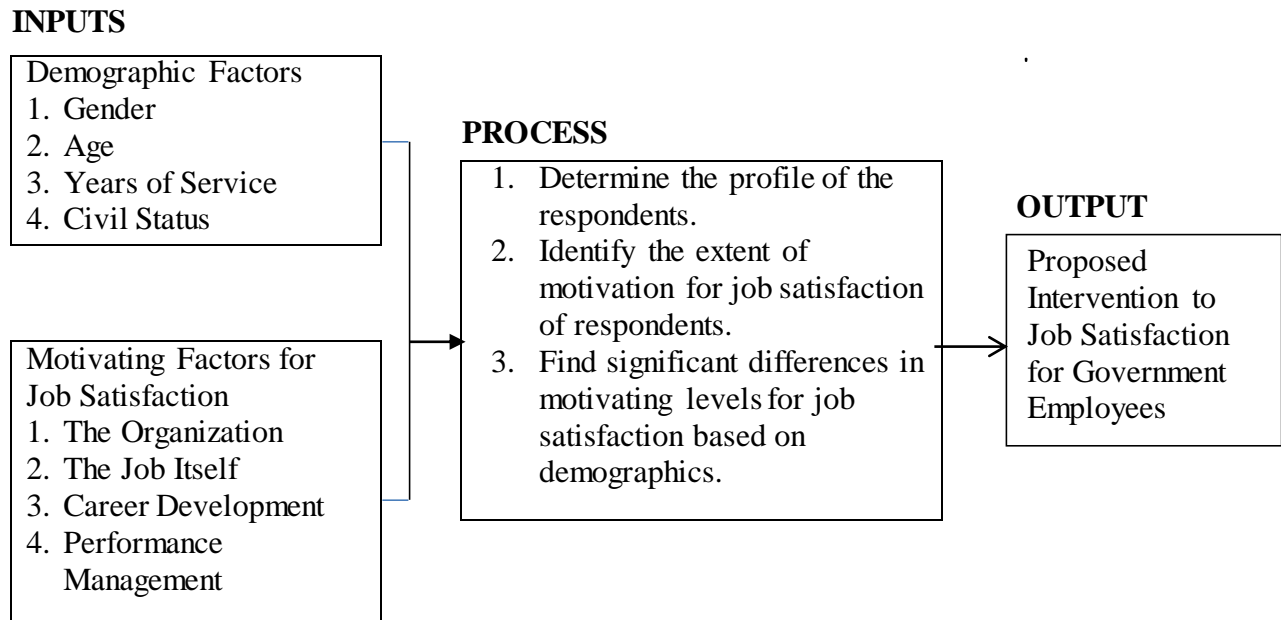
Data on age-related changes in work satisfaction motivators have proved contradictory. Herzberg et al. (1987; cited in Brown, 2005) hypothesized in their experiment that young workers have good morale throughout their first years of employment. Workers' satisfaction is lowest in their late twenties and early thirties; after that, it rises with age. Furthermore, general life changes and a decline in health can both be blamed for a decrease in job satisfaction motivation and an increase in it (Saleh & Otis, 1964; cited in Brown, 2005).

It has been shown that senior workers in their 50s and beyond are more likely than younger workers to find a match between their personal needs and their jobs. Older people are more likely to rationally explain their continued employment with the company. If they leave their existing jobs, they will have fewer career possibilities and greater pay than younger people. Furthermore, they are more likely to adhere to conventional values, which will help them create favorable attitudes toward their professions, including motivation for job satisfaction (Ting, 2001).

The outcomes of studies on how length of service influences motivation for job satisfaction are varied. Hullin and Smith (1965: cited in Brown, 2005) argued that the more time a person spends in a specific context, the better he is at anticipating and avoiding disappointments. However, it is possible that as time passes, people lose motivation to be fulfilled (De Santis & Durst, 1996; cited in Brown, 2005). When it comes to job satisfaction, new employees and those with 1-3 years in their industry had the highest levels of drive, which increased in the fourth year (Khillah, 1986; cited in Brown, 2005).

In the study of Guereno, et al (2020), on motivation among marathon runners, it had found no significant differences in civil status by taking into account the transitions from being single to getting married, as well as from this latter marital status to being divorced. When manufacturing employees were studied in (Meng & Doyang, 2023), the married scored much higher in job motivation. Outcomes revealed a considerable difference in job satisfaction between married and unmarried personnel in Pakistan's banking sector (Atif & Zubairi, 2018).

Figure 1 Conceptual Paradigm of Motivators for Job Satisfaction Among Government Employees

INPUTS

Demographic Factors
1. Gender
2. Age
3. Years of Service
4. Civil Status

PROCESS

1. Determine the profile of the respondents.
2. Identify the extent of motivation for job satisfaction of respondents.
3. Find significant differences in motivating levels for job satisfaction based on demographics.

OUTPUT

Proposed Intervention to Job Satisfaction for Government Employees

Motivating Factors for Job Satisfaction
1. The Organization
2. The Job Itself
3. Career Development
4. Performance Management

Motivators "serve to bring about the kind of satisfaction and the kind of improvement in performance that an organization is seeking from its workforce" (Herzberg, 1959; cited in O'Connor, 2018). Motivation factors include the organization, the job itself, career development, and performance management of importance to an organization. This study focused only on these motivators for job satisfaction. The organization and its culture attract talent and make that talent want to stay for the long haul, no matter what problems they meet along the way. Several research findings emphasize the need of providing employees with a sense that their obligations are significant and meaningful for them to feel motivated. Upskilling employees demonstrates to them that they are important to the organization, that their potential is recognized, and that there is room for progress within their role. For these folks, being encouraged and supported in becoming a better version of themselves is incredibly motivating. Individual factors such as age, gender, and seniority may create differences in varying degrees in the motivation for job satisfaction of employees (Glisson and Durick,1988; cited in Dimertas, 2015).

Null Hypothesis
1. There are NO significant differences in respondents' assessment of motivators for job satisfaction when they are grouped based on demographic profiles.

METHODOLOGY

This study utilized the descriptive-survey method of research to find out the relationship between job satisfaction and selected workforce variables that consisted of gender, age, years of service, and civil status. The respondents were all regular employees who belonged to the rank-and-file category of their government entities. There were one hundred (100) regular employees who contributed to this study. The names of these respondents must be kept secret due to ethical considerations.

The researcher made use of a Web-based survey which utilized a different sampling method. For this study, the researcher created a survey questionnaire with Google Docs. Then afterward attached the link to the survey in Facebook Messenger and emails of the respondents for them to answer the survey and waited for their responses. This type of data gathering is known as harvested emails.

The researcher made use of primary data sources, particularly the self-administered survey questionnaire. The answers to the questions raised in this study were solicited using the fixed alternative type. The survey questionnaire was created employing Google Forms. Likewise, the researcher also exploited secondary sources of data like books, articles from journals, directives, memoranda, and online reviews and abstracts. The researcher made use of Cronbach's alpha for the validation of the instrument.

Table 1 Cronbach's Alpha of Motivators for Job Satisfaction

Job Satisfaction Factors		Cronbach's Alpha Values
Motivators	About the organization	0.9052
	The job itself	0.9044
	Career Development	0.9538
	Performance Management	0.9151

Table 1 above revealed that all motivators and hygiene factors are greater than the alpha value of 0.7. This indicates that the test's items are strongly connected and reliable. Therefore, it might be said that all the survey's questions can be used to gauge how much rank-and-file government workers are satisfied with their jobs.

There were two sections to the self-administered survey questionnaire. The worker demographics, which include gender, age, years of service, and civil status, make up the first section. The elements that affected the respondents' degree of satisfaction made up the final section. Ten (10) minutes have been spent answering the survey questionnaire. In order to ensure that the instrument was 100% accurate and had comprehensive answers, the researcher made all questions mandatory.

The researcher tabulated and processed the survey's raw data using Minitab 18 software after obtaining the questionnaires from the website to produce a scientific analysis and interpretation of the findings. Three (3) statistical analyses were performed in this study: frequency, weighted mean, and Kruskal Wallis. Kruskal Wallis was used to find out the significant differences between the motivators for job satisfaction when they were categorized according to the respondents' chosen demographics. For the hypothesis testing, P-values were used to decide whether to reject the null hypothesis. The likelihood that the researcher should reject the null hypothesis increases as the p-value decreases.

Here is the verbal interpretation of the level of motivation for job satisfaction using the variables about the organization, the job itself, career development, and performance management.

Average Range	Verbal Interpretation
4.21-500	Extremely motivating
3.41-4.20	Highly motivating
2.61-3.40	Motivating
1.81-2.60	Moderately motivating
1.00-1.80	Not motivating at all

RESULTS

The study was to establish significant differences in the level of motivation for job satisfaction among rank-and-file government employees when grouped based on demographics. Here are the results of this study as presented below.

Table 2 Profile of Respondents

Demographics	Frequency
Gender	
Male	69
Female	31
Age	
25 and below	35
26-30	12
31-35	6
36-40	22
46-50	20
51-55	5
Years of Service	
Below 1	3
1-5	56
6-10	19
11-15	9
16-20	11
21-15	2
Civil Status	
Single	53
Married	47

Table 2 shows the profile of the rank-and-file government employees who participated willingly in this study. There are 69 males who made up many of the participants in terms of gender. In terms of age, the majority are those in the age bracket of 25 and below with 35 frequencies from the 100 respondents. Regarding the number of years working for the government, the majority have 1-5 years of service with 56 out of 100 rates. Concerning civil status, a lot of the respondents are single with 53 of them.

Table 3 Level of Motivation for Job Satisfaction Level

Motivators to Job Satisfaction	Indicators	Mean	Verbal Interpretation
About the organization	1. Proud to tell everyone I am working for this organization	4.62	Extremely motivating
	2. My organization treats me well	4.31	Extremely motivating
	3. My organization is the best to work for	4.17	Highly motivating
	4. Top management considers my suggestions	3.79	Highly motivating
	5. I trust what management informs me	4.01	Highly motivating
	6. Top management disseminates changes and decisions that affect employees like me	4.20	Highly motivating
The job itself	1. I have a meaningful job	4.72	Extremely motivating
	2. My job is important to the organization	4.57	Extremely motivating

	3. I am content with my working conditions	4.17	Highly motivating
	4. I know what is expected of me in my work	4.54	Extremely motivating
	5. I have the needed materials, equipment, and tools I need to do my job well	4.23	Extremely motivating
	6. My job is challenging and motivating	4.39	Extremely motivating
	7. I am receiving adequate appropriate training for my job	4.28	Extremely motivating
	8. My supervisor recognizes and acknowledges my good performance	4.32	Extremely motivating
Career Development	1. I am given enough feedback on my job performance	4.20	Highly motivating
	2. I receive enough opportunities for training	4.13	Highly motivating
	3. I am growing as a professional in this organization	4.36	Extremely motivating
	4. I am given opportunities to learn and grow	4.34	Extremely motivating
	5. I have a clearly established career path within the organization	4.16	Highly motivating
	6. The organization fills vacancies from the inside before recruiting outside	4.27	Extremely motivating
	7. I am satisfied with the job prospects in the organization	4.21	Extremely motivating
	8. Promotion in this organization goes to those who ought to have it	4.10	Highly motivating
	9. My job in the organization makes me expands my skills and knowledge	4.38	Extremely motivating
Performance Management	1. My performance appraisal is fair	4.22	Extremely motivating
	2. My performance appraisal accurately revealed my performance	4.24	Extremely motivating
	3. I am being appraised periodically	4.13	Highly motivating
	4. I am given feedback every after-performance appraisal	4.20	Extremely motivating

Table 3 displays the level of motivation for job satisfaction of the rank-and-file employees. The variables on motivators tested for this study were about the organization, the job itself, career development, and performance management. "Proud to tell everyone I am working for this organization" and "My organization treats me well" were revealed to be "Extremely motivating" for the participants with the means of 4.62 and 4.31 respectively. On one hand, the motivating variable of the job itself uncovered that all items are extremely motivating except for "I am content with my working conditions" with a mean of 4.17. On the other hand, career development recognized four items that are highly motivating which are "I am given enough feedback on my job performance", "I receive enough opportunities for training", "I have a clearly established career path within the organization" and "Promotion in this organization goes to those who ought to have it" with the means ranging from 4.10-4.20. "I am being appraised periodically" with a mean of 4.13 appeared to be the only highly motivating among the items in performance management, with all others extremely motivating.

In this current study, the response of "Proud to tell everyone I am working for this organization" demonstrates that the rank-and-file are successful and happy with what they do as rank-and-file employees in the government entity where they work for. The ideal employee believes in the vision and mission of the firm. Employees are proud to work for some organizations because they motivate them to be better individuals. It's wonderful to be proud to work for a company. It gives an employee the impression that he is doing something worthwhile. It is simple to be proud of the company for which one works. The difficult part is demonstrating it to others.

While the reply "My organization treats me well" showed that the government organizations they are serving treat employees with respect and appreciation. Basically, this is an encouragement for these employees to treat their customers very well, particularly since they are public servants.

This makes employees want to come to work and not fear it. It stimulates and motivates them to work harder, produce more and become more engaged in the workplace.

While the job itself had shown that rank-and-file employees of the government regarded their respective jobs as extremely motivating. This proven reality of this study was also agreeable with other previous studies. According to research by Schoeder (2003; cited in Brown, 2005) on university employees, many of them were content with their jobs despite having issues with their pay, organizational structure, and career advancement.

Career advancement, on the one hand, revealed equally extremely and highly motivating on various items. This agreed with various part outcomes. Brokke (2001; cited in Brown, 2005), discovered that the motivational aspects of performance and professional progression led to a large amount of fulfillment among the employees he investigated. Yusuf's (2022) research on employees in an agriculture and livestock agency found that career growth had a substantial effect on job motivation.

On the other hand, performance management was really "extremely motivating" except for "I am being appraised periodically". Basically, the periodic appraisal is being done in the government service not just because it is tied with compensation and reward, but most importantly for the employee to know where he is heading in his career. According to Torang (2012; cited in Prayoga & Ramadhini, 2019), performance is defined as the quantity or quality of work completed by individuals or groups within an organization in carrying out activities and functions that are based on the norms, standard operating procedures, and measurement criteria in place. Simply put, performance management that places an emphasis on employee welfare above goal attainment is laying the groundwork for higher levels of employee motivation and higher-quality output. Therefore, the result of this study agreed with other earlier research.

Table 4 Gender and Motivators Differences

Motivators	Factors in each Motivator	P Value	Interpretation
About the organization	1. Proud to tell everyone I am working for this organization	0.026 <=0.05	Reject the null hypothesis. There is a significant difference.
	2. My organization treats me well	0.000 <=0.05	Reject the null hypothesis. There is a significant difference.
	3. My organization is the best to work for	0.001<=0.05	Reject the null hypothesis. There is a significant difference.
	4. Top management considers my suggestions	0.000<=0.05	Reject the null hypothesis. There is a significant difference.
	5. I trust what management informs me	0.053>0.05	Accept the null hypothesis. **There is NO significant difference.**
	6. Top management disseminates changes and decisions that affect employees like me	0.031<=0.05	Reject the null hypothesis. There is a significant difference.
The job itself	1. I have a meaningful job	0.297>0.05	Accept the null hypothesis. **There is NO significant difference.**
	2. My job is important to the organization	0.205>0.05	Accept the null hypothesis.

				There is NO significant difference.
	3.	I am content with my working conditions	0.003 <=0.05	Reject the null hypothesis. There is a significant difference.
	4.	I know what is expected of me in my work	0.436>0.05	Accept the null hypothesis. **There is NO significant difference.**
	5.	I have the needed materials, equipment, and tools I need to do my job well	0.054>0.05	Accept the null hypothesis. **There is NO significant difference.**
	6.	My job is challenging and motivating	0.029<=0.05	Reject the null hypothesis. There is a significant difference.
	7.	I am receiving adequate appropriate training for my job	0.061>0.05	Accept the null hypothesis. **There is NO significant difference.**
	8.	My supervisor recognizes and acknowledges my good performance	0.000<=0.05	Reject the null hypothesis. There is a significant difference.
Career Development	1.	I am given enough feedback on my job performance	0.012<=0.05	Reject the null hypothesis. There is a significant difference.
	2.	I receive enough opportunities for training	0.002<=0.05	Reject the null hypothesis. There is a significant difference.
	3.	I am growing as a professional in this organization	0.000<=0.05	Reject the null hypothesis. There is a significant difference.
	4.	I am given opportunities to learn and grow	0.008<=0.05	Reject the null hypothesis. There is a significant difference.
	5.	I have a clearly established career path within the organization	0.004<=0.05	Reject the null hypothesis. There is a significant difference.
	6.	The organization fills vacancies from the inside before recruiting outside	0.000<=0.05	Reject the null hypothesis. There is a significant difference.
	7.	I am satisfied with the job prospects in the organization	0.000<=0.05	Reject the null hypothesis. There is a significant difference.
	8.	Promotion in this organization goes to those who ought to have it	0.000<=0.05	Reject the null hypothesis. There is a significant difference.
	9.	My job in the organization makes me expands my skills and knowledge	0.006<=0.05	Reject the null hypothesis. There is a significant difference.
Performance Management	1.	My performance appraisal is fair	0.007<=0.05	Reject the null hypothesis. There is a significant difference.
	2.	My performance appraisal accurately revealed my performance	0.003<=0.05	Reject the null hypothesis. There is a significant difference.
	3.	I am being appraised periodically	0.002<=0.05	Reject the null hypothesis. There is a significant difference.
	4.	I am given feedback every after-performance appraisal	0.000<=0.05	Reject the null hypothesis. There is a significant difference.

Table 4 exhibits the significant difference between motivators to job satisfaction when rank-and-file employees were categorized based on gender. For the variable "about the organization", all items except" I trust what management informs me" have significant

differences. "The job itself" as a motivator appeared that there are significant differences in items "I am content with my working conditions", "My job is challenging and motivating", and "My supervisor recognizes and acknowledges my good performance". On one hand, the null hypothesis was rejected on all indicators for career development, meaning there have been significant differences. The same results transpired on performance management as a motivator. The outcomes of this study vary depending on the motivators for job satisfaction, which studies before were also inconsistent regarding gender. However, the overall result has found that motivators do differ with gender.

It has long been assumed that gender differences in motivation have an impact on job satisfaction, even though research to date has produced contradictory findings. Studies have shown that although equal employment opportunity laws have helped women in some ways, many still feel they are treated unfairly when it comes to personal matters. They also believe that they have advanced more than their male colleagues. Therefore, it seems sensible to suppose that employees' perceptions of equity may influence their incentive to pursue professional satisfaction (Ting, 2001). However, all measures of motivation for job satisfaction in the study by Oswald and Warr (1996: cited in Brown, 2005) are the same for both genders.

The reasons for inconsistent results of the investigation on gender and motivation for job satisfaction were revealed by Gruneberg (1979: cited in Brown, 2005). Most often, males and females have different types of jobs and levels in the same organization. Similarly, their promotion prospects and level of need satisfaction may differ. Females may find it more satisfying to work in jobs with few skills that offer limited career advancement than males.

Despite the fact that men often hold managerial positions and women hold clerical ones, according to other studies (Mottazz, 1987; Smith & Plant, 1982; cited in Brown, 2005), there were no gender differences in the desire for job satisfaction.

Table 5 Age and Motivators Differences

Motivators	Factors in each Motivator	P Value	Interpretation
About the organization	1. Proud to tell everyone I am working for this organization	0.000<=0.05	Reject the null hypothesis. There is a significant difference.
	2. My organization treats me well	0.036<=0.05	Reject the null hypothesis. There is a significant difference.
	3. My organization is the best to work for	0.005<=0.05	Reject the null hypothesis. There is a significant difference.
	4. Top management considers my suggestions	0.011<=0.05	Reject the null hypothesis. There is a significant difference.
	5. I trust what management informs me	0.034<=0.05	Reject the null hypothesis. There is a significant difference.
	6. Top management disseminates changes and decisions that affect employees like me	0.000<=0.05	Reject the null hypothesis. There is a significant difference.
The job itself	1. I have a meaningful job	0.004<=0.05	Reject the null hypothesis. There is a significant difference.
	2. My job is important to the organization	0.007<=0.05	Reject the null hypothesis.

			There is a significant difference.
	3. I am content with my working conditions	0.009<=0.05	Reject the null hypothesis. There is a significant difference.
	4. I know what is expected of me in my work	0.000<=0.05	Reject the null hypothesis. There is a significant difference.
	5. I have the needed materials, equipment, and tools I need to do my job well	0.063>0.05	Accept the null hypothesis. There is NO significant difference.
	6. My job is challenging and motivating	0.017<=0.05	Reject the null hypothesis. There is a significant difference.
	7. I am receiving adequate appropriate training for my job	0.304>0.05	Accept the null hypothesis. There is NO significant difference.
	8. My supervisor recognizes and acknowledges my good performance	0.003<=0.05	Reject the null hypothesis. There is a significant difference.
Career Development	1. I am given enough feedback on my job performance	0.040<=0.05	Reject the null hypothesis. There is a significant difference.
	2. I receive enough opportunities for training	0.020<=0.05	Reject the null hypothesis. There is a significant difference.
	3. I am growing as a professional in this organization	0.534>0.05	Accept the null hypothesis. There is NO significant difference.
	4. I am given opportunities to learn and grow	0.075>0.05	Accept the null hypothesis. There is NO significant difference.
	5. I have a clearly established career path within the organization	0.001<=0.05	Reject the null hypothesis. There is a significant difference.
	6. The organization fills vacancies from the inside before recruiting outside	0.006<=0.05	Reject the null hypothesis. There is a significant difference.
	7. I am satisfied with the job prospects in the organization	0.022<=0.05	Reject the null hypothesis. There is a significant difference.
	8. Promotion in this organization goes to those who ought to have it	0.143>0.05	Accept the null hypothesis. There is NO significant difference.
	9. My job in the organization makes me expands my skills and knowledge	0.046<=0.05	Reject the null hypothesis. There is a significant difference.
Performance Management	1. My performance appraisal is fair	0.075>0.05	Accept the null hypothesis. **There is NO significant difference.**
	2. My performance appraisal accurately revealed my performance	0.006<=0.05	Reject the null hypothesis. There is a significant difference.
	3. I am being appraised periodically	0.460>0.05	Accept the null hypothesis. There is NO significant difference.
	4. I am given feedback every after-performance appraisal	0.291>0.05	Accept the null hypothesis. There is NO significant difference.

Table 5 exposes the significant difference between motivators to job satisfaction when rank-and-file employees were categorized based on age. For the variable "about the organization", all items have significant differences. "The job itself" as a motivator showed that there are significant differences in all items too. On

one hand, the null hypothesis was rejected on all indicators for career development, meaning there have been significant differences. On the other hand, results occurred on performance management as a motivator, all items except" My performance appraisal is fair" have significant differences. The results of this study are not consistent with other studies addressing age and are dependent on the factors that motivate job satisfaction. However, the overall finding revealed that motivators may differ due to gender.

There has been conflicting data regarding age-related differences in work satisfaction motivators. In their experiment, Herzberg, et al. (1987; quoted in Brown, 2005) hypothesized that young workers have high morale throughout their initial years of employment. Workers' satisfaction is at its lowest during their middle, late 20s, and early 30s; after this time, it increases with age. Additionally, the general changes in life and a reduction in health can both be blamed for a decrease in motivation for job satisfaction

and an increase in it (Saleh & Otis, 1964; quoted in Brown, 2005). Additionally, it was shown that motivation for job satisfaction declines with aging but at a slowing rate. However, Blank (1993; quoted in Brown, 2005) found no appreciable changes in the level of motivation for job satisfaction among age groups.

It has been demonstrated that older workers in their 50s and older are more likely than younger workers to create a fit between their personal demands and their jobs. Older people are more likely to rationally justify continuing to work for the organization. If they quit their current companies, they have fewer career options and higher compensation than younger people. Furthermore, they are more inclined to uphold traditional values, which will aid in their development of positive attitudes toward their professions, including motivation for job satisfaction (Ting, 2001).

Table 6 Years of Service and Motivators Differences

Motivators	Factors in each Motivator	P Value	Interpretation
About the organization	1. Proud to tell everyone I am working for this organization	0.017<=0.05	Reject the null hypothesis. There is a significant difference.
	2. My organization treats me well	0.780>0.05	Accept the null hypothesis. **There is NO significant difference.**
	3. My organization is the best to work for	0.049<=0.05	Reject the null hypothesis. There is a significant difference.
	4. Top management considers my suggestions	0.257>0.05	Accept the null hypothesis. **There is NO significant difference.**
	5. I trust what management informs me	0.634>0.05	Accept the null hypothesis. **There is NO significant difference.**
	6. Top management disseminates changes and decisions that affect employees like me	0.144>0.05	Accept the null hypothesis. **There is NO significant difference.**
The job itself	1. I have a meaningful job	0.376>0.05	Accept the null hypothesis.

			There is NO significant difference.
	2. My job is important to the organization	1.000>0.05	Accept the null hypothesis. **There is NO significant difference.**
	3. I am content with my working conditions	0.205>0.05	Accept the null hypothesis. **There is NO significant difference.**
	4. I know what is expected of me in my work	0.209>0.05	Accept the null hypothesis. **There is NO significant difference.**
	5. I have the needed materials, equipment, and tools I need to do my job well	0.129>0.05	Accept the null hypothesis. **There is NO significant difference.**
	6. My job is challenging and motivating	0.226>0.05	Accept the null hypothesis. **There is NO significant difference.**
	7. I am receiving adequate appropriate training for my job	0.410>0.05	Accept the null hypothesis. **There is NO significant difference.**
	8. My supervisor recognizes and acknowledges my good performance	0.011<=0.05	Reject the null hypothesis. There is a significant difference.
Career Development	1. I am given enough feedback on my job performance	0.374>0.05	Accept the null hypothesis. **There is NO significant difference.**
	2. I receive enough opportunities for training	0.493>0.05	Accept the null hypothesis. **There is NO significant difference.**
	3. I am growing as a professional in this organization	0.034<=0.05	Reject the null hypothesis. There is a significant difference.
	4. I am given opportunities to learn and grow	0.037<=0.05	Reject the null hypothesis. There is a significant difference.
	5. I have a clearly established career path within the organization	0.237>0.05	Accept the null hypothesis. **There is NO significant difference.**
	6. The organization fills vacancies from the inside before recruiting outside	0.128>0.05	Accept the null hypothesis. **There is NO significant difference.**
	7. I am satisfied with the job prospects in the organization	0.395>0.05	Accept the null hypothesis. **There is NO significant difference.**
	8. Promotion in this organization goes to those who ought to have it	0.009<=0.05	Reject the null hypothesis. There is a significant difference.
	9. My job in the organization makes me expands my skills and knowledge	0.234>0.05	Accept the null hypothesis. There is NO significant difference.
Performance Management	1. My performance appraisal is fair	0.123>0.05	Accept the null hypothesis. **There is NO significant difference.**
	2. My performance appraisal accurately revealed my performance	0.397>0.05	Accept the null hypothesis. **There is NO significant difference.**
	3. I am being appraised periodically	0.176>0.05	Accept the null hypothesis. **There is NO significant difference.**
	4. I am given feedback every after-performance appraisal	0.518>0.05	Accept the null hypothesis. **There is NO significant difference.**

Table 6 reveals the significant difference between motivators to job satisfaction when rank-and-file employees were categorized based on years of service.

For the variable "about the organization", only "Proud to tell everyone I am working for this organization" has a significant difference. "The job itself" as a motivator showed that "My supervisor recognizes and "acknowledges my good performance" has a significant difference. On one hand, the null hypothesis was rejected on indicators "I am growing as a professional in this organization", "I am given opportunities to learn and grow", "Promotion in this organization goes to those who ought to have it" and "My job in the organization makes me expands my skills and knowledge" for career development, meaning there have been significant differences. On the other hand, results occurred on performance management as a motivator, all items have No significant differences. The conclusions of this study depend on the variables that drive job satisfaction and do not agree with those of other studies addressing the length of service. However, the overall finding revealed that motivators may not vary due to years of service.

There are mixed findings from studies on how length of service affects motivation for job satisfaction. Hullin & Smith (1965: referenced in Brown, 2005) asserted that the longer a person has spent in a given setting, the more he is able to anticipate and prevent disappointments. But it's possible that as the years pass, people become less motivated to be satisfied (De Santis & Durst, 1996; referenced in Brown, 2005). When it came to job satisfaction, new hires and those with 1-3 years in their field occasionally displayed the highest levels of drive, which then increased in the fourth year (Khillah, 1986; referenced in Brown, 2005).

Table 7 Civil Status and Motivators Differences

Motivators	Factors in each Motivator	P Value	Interpretation
About the organization	1. Proud to tell everyone I am working for this organization	$0.000 \leq 0.05$	Reject the null hypothesis. There is a significant difference.
	2. My organization treats me well	$0.003 \leq 0.05$	Reject the null hypothesis. There is a significant difference.
	3. My organization is the best to work for	$0.004 \leq 0.05$	Reject the null hypothesis. There is a significant difference.
	4. Top management considers my suggestions	$0.001 \leq 0.05$	Reject the null hypothesis. There is a significant difference.
	5. I trust what management informs me	$0.002 \leq 0.05$	Reject the null hypothesis. There is a significant difference.
	6. Top management disseminates changes and decisions that affect employees like me	$0.000 \leq 0.05$	Reject the null hypothesis. There is a significant difference.
The job itself	1. I have a meaningful job	$0.010 \leq 0.05$	Reject the null hypothesis. There is a significant difference.
	2. My job is important to the organization	$0.304 > 0.05$	Accept the null hypothesis. **There is NO significant difference.**
	3. I am content with my working conditions	$0.003 \leq 0.05$	Reject the null hypothesis. There is a significant difference.
	4. I know what is expected of me in my work	$0.013 \leq 0.05$	Reject the null hypothesis. There is a significant difference.
	5. I have the needed materials, equipment, and tools I need to do my job well	$0.040 \leq 0.05$	Reject the null hypothesis.

			There is a significant difference.
	6. My job is challenging and motivating	0.051>0.05	Accept the null hypothesis. **There is NO significant difference.**
	7. I am receiving adequate appropriate training for my job	0.778>0.05	Accept the null hypothesis. **There is NO significant difference.**
	8. My supervisor recognizes and acknowledges my good performance	0.125>0.05	Accept the null hypothesis. **There is NO significant difference.**
Career Development	1. I am given enough feedback on my job performance	0.002<=0.05	Reject the null hypothesis. There is a significant difference.
	2. I receive enough opportunities for training	0.001<=0.05	Reject the null hypothesis. There is a significant difference.
	3. I am growing as a professional in this organization	0.075>0.05	Accept the null hypothesis. **There is NO significant difference.**
	4. I am given opportunities to learn and grow	0.086>0.05	Accept the null hypothesis. **There is NO significant difference.**
	5. I have a clearly established career path within the organization	0.002<=0.05	Reject the null hypothesis. There is a significant difference.
	6. The organization fills vacancies from the inside before recruiting outside	0.003<=0.05	Reject the null hypothesis. There is a significant difference.
	7. I am satisfied with the job prospects in the organization	0.015<=0.05	Reject the null hypothesis. There is a significant difference.
	8. Promotion in this organization goes to those who ought to have it	0.052>0.05	Accept the null hypothesis. **There is NO significant difference.**
	9. My job in the organization makes me expands my skills and knowledge	0.006<=0.05	Reject the null hypothesis. There is a significant difference.
Performance Management	1. My performance appraisal is fair	0.008<=0.05	Reject the null hypothesis. There is a significant difference.
	2. My performance appraisal accurately revealed my performance	0.002<=0.05	Reject the null hypothesis. There is a significant difference.
	3. I am being appraised periodically	0.019<=0.05	Reject the null hypothesis. There is a significant difference.
	4. I am given feedback every after-performance appraisal	0.401>0.05	Accept the null hypothesis. **There is NO significant difference.**

Table 7 shows the significant difference between motivators to job satisfaction when rank-and-file employees were categorized based on civil status. For the variable "about the organization", all items have significant differences. For the job itself as a motivator, items "My job is important to the organization", "I am given opportunities to learn and grow ", and "Promotion in this organization goes to those who ought to have it" have NO significant differences. Almost all items except "I am growing as a professional in this organization", "I am given opportunities to learn and grow" and "Promotion in this organization goes to those who ought to have it" have NO significant differences. On the other hand, results occurred on performance management as a motivator, all items except" I am given feedback every after-performance

appraisal" have significant differences. The findings of this study differ from those of other civil status-related studies and depend on the factors that influence job satisfaction. The overall conclusion, however, showed that motivators may vary according to civil status.

Guereno et al. (2020) discovered no significant changes in civil status when taking into consideration the transitions from being single to getting married, as well as from this latter marital status to being divorced, in their study on motivation among marathon runners.

The results in (Meng & Doyang, 2023) showed that the married scored significantly higher in work motivation when manufacturing employees were studied. Outcomes revealed a significant difference between married and unmarried employees in job satisfaction in the banking sector in Pakistan (Atif & Zubairi, 2018).

DISCUSSIONS

Therefore, with this study as the basis, the following summary of findings is found:

1. In terms of gender, 69 men made up the majority of the participants. With 35 frequencies out of 100 respondents, the bulk of respondents are between the ages of 25 and under. Many government employees have between 1 and 5 years of experience, scoring 56 out of 100. In terms of civil status, 53 out of the respondents are single.

2. The level of motivation for job satisfaction of the rank-and-file employees is as follows.

   2.1 *The organization*-Participants found that "Extremely motivating" statements like "Proud to tell everyone I work for this organization" and "My organization treats me well" were the most powerful motivators.

   2.2 *The job itself*- The job's motivational variable revealed that all items are tremendously motivating except "I am content with my working conditions."

   2.3 *Career development*- Career development identified four highly motivating items: "I am given enough feedback on my job performance," "I receive enough training opportunities," "I have a clearly established career path within the organization," and "Promotion in this organization goes to those who deserve it.".

   2.4 *Performance management*-"I am being appraised on a regular basis" was found to be the sole very motivating item in performance management, with the others being extremely motivating.

3. Significant differences in the level of motivation level for job satisfaction of respondents were tested and revealed that:

   3.1 *Gender*- For the variable "about the organization," all items have significant differences except "I trust what management informs me." "The job itself" emerged as a motivator with significant differences in items "I am content with my working conditions", "My job is challenging and motivating", and "My supervisor recognizes and acknowledges my good performance". On the one hand, the null hypothesis was rejected for all career growth measures, indicating that there were significant differences. The same thing happened when performance management was used as a motivation for job satisfaction.

3.2 *Age-* All items have significant differences when it comes to the variable "about the organization." "The job itself" as a motivator revealed significant differences in all items. On the one hand, the null hypothesis was rejected for all career growth measures, indicating that there were significant differences. However, when it comes to performance management as a motivator, all answers except "My performance appraisal is fair" show significant differences.

3.3 *Length of Service*-Only "Proud to tell everyone I am working for this organization" has a significant difference from the variable "about the organization." As a motivation, "the job itself" demonstrated that "my supervisor recognizes and "acknowledges my strong performance" makes a significant difference. On the one hand, the null hypothesis was rejected for career development indicators such as "I am growing as a professional in this organization," "I am given opportunities to learn and grow", "Promotion in this organization goes to those who deserve it," and "My job in the organization makes me expand my skills and knowledge," indicating significant differences. On the other hand, no significant differences were found in the results of performance management as a motivator.

3.4 *Civil Status-* All items have significant differences when it comes to the variable "about the organization." The items "My job

is important to the organization," "I am given opportunities to learn and grow," and "Promotion in this organization goes to those who deserve it" have no significant differences as motivators for the job itself. Except for "I am growing as a professional in this organization," "I am given opportunities to learn and grow," and "Promotion in this organization is given to those who deserve it," there are no significant differences. However, when it comes to performance management as a motivator, all items except "I am given feedback every after-performance appraisal" show significant differences.

Conclusions

Therefore, coming from the summary findings, it can be concluded that:

1. The rank-and-file respondents are mostly males, between the ages of 25 and under, have between 1 and 5 years of experience, and are singles.

2. It could be concluded from the results of the study that the organization, the job itself, career development, and performance management are extremely motivating for job satisfaction based on the responses of the rank-and-file employees.

3. The completed study of the rank-and-file employees working for the government disclosed that:
   3.1   There are SIGNIFICANT DIFFERENCES in the overall result when it comes to gender.
   3.2   When it comes to age, there are SIGNIFICANT DIFFERENCES in the outcome.

3.3 There are NO SIGNIFICANT DIFFERENCES in the results based on length of service.

3.4 In general, nevertheless, there are SIGNIFICANT DIFFERENCES based on civil status.

Recommendations

As a result of the conclusions, it is possible to recommend:

The government organizations' human resource departments must seek, aggressively attract, and hire job candidates who are passionate about public service. Techniques for internal motivation should be used by the human resource departments with their employees. It must establish guidelines and regulations that support meaningful employment, offer workshops on the subject, and convey a clear, unambiguous message. It will take training initiatives to have directors ready to comprehend and advocate identifying significance in work. Government agencies, particularly their experts in human resources, must provide positions that offer chances for initiative and creativity. They can also create teams at work where there is power equality, self-management, and/or role exchange. In five to ten minutes of narrative time during personnel meetings, employees can discuss the significance of a recent work experience or illustrate how their work upholds their ideals. Employees can also be given work purpose by being told stories about the history of the company, amusing incidents, or significant moments in history. These are useful strategies for encouraging government workers at all levels to connect their work with their sense of purpose.

The directors of every government agency must then capitalize on public-service motivation by including employees in decision-making and assisting them in recognizing and appreciating their individual contributions. It is essential that directors collaborate with their rank-and-file employees to help them develop roles that are meaningful to them. An open forum from which chores they individually like and derive the most personal meaning can be conducted. Once the information is at hand, directors can work with the rank-and-file employees to reassign, reorganize, or redistribute critical duties in a way that guarantees every member of the team is reliably productive and fulfilled. Directors must make sure to acknowledge every employee's contribution to the mission, no matter how minor or significant. It is important to acknowledge and applaud this activity. Additionally, they can give workers more freedom to manage their working environment and to find quick solutions to issues.

Government personnel must have an open mind in order to get the necessary information on how to define their own meaning in work and how they relate to the company. On some days, it could feel difficult to accomplish specific office objectives. Gaining self-motivation might offer an employee working for the government the boost he might need to complete a challenging endeavor. Self-motivation can provide a government employee with a sense of accomplishment and the drive to do more activities. Government workers are crucial to the smooth operation of public entities; hence they must be understood for every Juan to appreciate the meaning of their jobs to everyone.

Future researchers could try to include other motivators for job satisfaction and test them in much larger samples in the government sector. Case studies and focus group discussions could be added as data-

gathering tools to dig deeper into the topic concern.

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