

Extent of Job Satisfaction Among Rank-and-File Employees of the Local Government Unit of Damulog

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ABSTRACT

This study aimed to determine the level of job satisfaction among rank-and-file employees of the Local Government Unit (LGU) of Damulog, Bukidnon, and to examine the relationship between their demographic profile and job satisfaction. A descriptive-correlational research design was employed, involving fifty (50) respondents selected through purposive sampling. Data were collected using a structured questionnaire measuring job satisfaction in terms of achievement, work itself, personal growth, recognition, working conditions, peer relations, policy administration, and competent supervision. The findings revealed that employees generally experienced a moderate level of job satisfaction ($M = 3.06$). High levels of satisfaction were observed in achievement, work itself, working conditions, peer relations, and policy administration, while personal growth, recognition, and competent supervision were rated at a moderate level. Furthermore, the results showed that sex and monthly income have a significant relationship with job satisfaction, whereas age, educational attainment, civil status, and length of service have no significant relationship. The study concludes that while employees are moderately satisfied, there is a need to enhance professional development opportunities, recognition systems, and supervisory support to further improve job satisfaction. These findings may serve as a basis for policy formulation and organizational improvement in local government units.

Keywords: *Job satisfaction, local government unit, employees, organizational performance, Herzberg theory*

INTRODUCTION

Job satisfaction is a crucial aspect of organizational performance, as it reflects the extent to which employees feel fulfilled and motivated in their work. It encompasses employees' attitudes, emotions, and perceptions toward their job and workplace environment. According to Locke (1976), job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. High levels of job satisfaction contribute to increased productivity, organizational commitment, and employee retention, while dissatisfaction may lead to absenteeism, low morale, and high turnover rates (Riketta, 2008).

In the public sector, particularly in local government units (LGUs), job satisfaction plays a significant role in delivering efficient and quality public service. Employees who are satisfied with their work are more likely to perform their duties effectively and contribute positively to organizational goals.

As emphasized by Gomez-Mejia and Balkin (2018), compensation, work environment, and organizational policies significantly influence employee satisfaction and performance. Similarly, Chiang and Birtch (2008) highlighted that rewards and recognition systems are essential factors in motivating employees and improving job performance.

Furthermore, Herzberg's Two-Factor Theory explains that job satisfaction is influenced by intrinsic factors such as achievement and the nature of work, as well as extrinsic factors such as supervision and working conditions (Herzberg et al., 2017). In support of this, Deci (2015) emphasized that intrinsic motivation plays a vital role in enhancing employee engagement and satisfaction in the workplace.

The Local Government Unit of Damulog serves as an essential institution in providing public services to the community. However, observations within the organization suggest that some employees may experience challenges related to motivation, teamwork, and innovation, which could affect their overall job satisfaction. Understanding these factors is necessary to improve employee performance and organizational effectiveness.

This study aims to determine the level of job satisfaction among rank-and-file employees of the Local Government Unit of Damulog. Specifically, it examines job satisfaction in terms of achievement, work itself, personal growth, recognition, working conditions, peer relations, policy administration, and competent supervision. Furthermore, this study explores the relationship between employees' demographic profiles and their level of job satisfaction.

The findings of this study are expected to provide valuable insights for local government administrators in designing policies and strategies that enhance employee satisfaction, improve workplace conditions, and strengthen public service delivery.

METHODS

Research Design

This study employed a descriptive-correlational research design. The descriptive method was utilized to determine the level of job satisfaction among rank-and-file employees of the Local Government Unit (LGU) of Damulog. It focuses on describing existing conditions and characteristics of the respondents in relation to their job satisfaction.

In addition, the correlational design was used to examine the relationship between the respondents' demographic profile and their level of job satisfaction. This approach enabled the researcher to determine whether significant relationships exist between variables without manipulating the study conditions.

Research Locale

This study was conducted at the Local Government Unit (LGU) of Damulog, located in Poblacion, Damulog, Bukidnon. The respondents of the study were the rank-and-file employees of the municipality. Damulog is situated in the southern part of the Province of Bukidnon. It is approximately 91 kilometers from Malaybalay City, 221 kilometers from Cagayan de Oro City, 120 kilometers from Cotabato City, and 120 kilometers from Davao City. The municipality is bounded by the Municipality of Kibawe in the south.

Sampling Technique

This study employed purposive sampling in selecting the respondents. The participants were chosen based on specific criteria, particularly being rank-and-file employees of the Local Government Unit (LGU) of Damulog. A total of fifty (50) respondents were included in the study.

Purposive sampling was deemed appropriate for this study as it allowed the researcher to select individuals who possess the relevant characteristics necessary to provide accurate and reliable information regarding job satisfaction.

RESULTS AND DISCUSSION

Demographic Profile of Respondents

The demographic profile of the respondents is presented in Table 1. The majority of the respondents were female (56%), while 44% were male. Most of the respondents were aged between 31 to 40 years old (36%), followed by those aged 41 to 50 years old (32%). In terms of educational attainment, the majority were college graduates (50%). Most respondents were married (64%), and a significant number earned a monthly income of less than 20,000 pesos. In addition, most employees had a length of service ranging from 11 to 20 years.

Table 1. *Demographic Profile of Respondents (n=50)*

Variable	Category	Frequency	Percentage
Sex	Male	22	44
	Female	28	56
Age	<30	10	20
	31-40	18	36
	41-50	16	32
	>51	6	12
Educational Attainment	Elementary	5	10
	High School	11	22
	College	25	50
	Postgraduate	9	18
Civil Status	Single	17	34
	Married	32	64
	Widow/er	1	2
Monthly Income	<20,000	32	64
	21k-30k	10	20
	31k-40k	3	6
	>41k	5	10
Length of Service	<10 yrs	16	32
	11-20 yrs	17	34

	21-30 yrs	10	20
	>31 years	7	14

Level of Job Satisfaction

The level of job satisfaction is presented in Table 2. The findings revealed that employees generally experienced a moderate level of job satisfaction ($M = 3.06$). High levels of satisfaction were observed in achievement, work itself, working conditions, peer relations, and policy administration. These findings indicate that employees find their work meaningful and are able to derive a sense of accomplishment from their roles.

However, personal growth, recognition, and competent supervision were rated at a moderate level, suggesting that there is still a need to improve opportunities for career development, recognition systems, and supervisory support. These findings support Herzberg's Two-Factor Theory, which emphasizes that intrinsic factors such as achievement and the nature of work serve as key motivators of employee satisfaction.

Table 2. *Summary of Job Satisfaction Levels of Respondents.*

Variable	Mean	Interpretation
Achievement	3.22	Great extent
Work Itself	3.03	Great extent
Personal Growth	2.92	Moderate
Recognition	2.98	Moderate
Working Conditions	3.22	Great extent
Peer Relations	3.11	Great extent
Policy Administration	3.25	Great extent
Competent Supervision	2.97	Moderate
Overall	3.06	Moderate

Relationship Between Demographic Variables and Job Satisfaction

The relationship between demographic variables and job satisfaction is presented in Table 3. The findings revealed that sex and monthly income have a significant relationship with job satisfaction, indicating that gender and financial compensation may influence employees' perception of satisfaction in the workplace. This finding is supported by Bender et al. (2015), who emphasized that gender differences may affect job satisfaction due to varying workplace experiences and opportunities. Moreover, Nguyen et al. (2003) highlighted that compensation and relative pay significantly influence employees' level of satisfaction.

On the other hand, age, educational attainment, civil status, and length of service were found to have no significant relationship with job satisfaction. This implies that job satisfaction is not dependent on these demographic factors but is more influenced by organizational and work-related conditions. This is

consistent with the findings of Ramirez and Montecillo (2022), who concluded that organizational factors play a more significant role in influencing employee satisfaction and performance than demographic characteristics.

Table 3. *Relationship Between Demographic Variables and Job Satisfaction*

Variable	Pearson r	P- value	Interpretation
Sex	0.772	0.042	Significant
Age	0.680	0.060	Not Significant
Educational Attainment	0.360	0.132	Not Significant
Civil Status	0.098	0.236	Not Significant
Monthly Income	0.779	0.041	Significant
Length of Service	0.096	0.238	Not Significant

CONCLUSION

This study concluded that rank-and-file employees of the Local Government Unit of Damulog generally experience a moderate level of job satisfaction. While employees expressed satisfaction in terms of achievement, work itself, working conditions, peer relations, and policy administration, there are still areas that require improvement, particularly in personal growth, recognition, and competent supervision.

Furthermore, the study found that sex and monthly income have a significant relationship with job satisfaction, indicating that these factors influence employees' perception of their work. On the other hand, age, educational attainment, civil status, and length of service were found to have no significant relationship with job satisfaction.

Overall, the findings suggest that enhancing employee development programs, strengthening recognition systems, and improving supervisory support are essential in increasing job satisfaction and promoting better organizational performance within the local government unit.

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