

Determinants of work performance and job satisfaction among BFAR 4A contract of service and regular employees: A quantitative study using Herzberg's Two-Factor Theory

Mary Frietzy R. Alvarez, Maryjane D. Fuentes, DPA, Eden C. Callo, EdD

frietzy201@gmail.com

Laguna State Polytechnic University, Santa Cruz Campus, Laguna, Philippines 4009

Abstract

There is a dearth of studies examining job satisfaction and work performance among Contract of Service (CoS) and regular employees in the public sector, specifically in the fisheries sector. This study addresses this gap. This quantitative research design examined the determining factors (i.e., hygiene and motivational factors) affecting job satisfaction and work performance at the Bureau of Fisheries and Aquatic Resources Region 4A (BFAR 4A). The respondents included 43 CoS employees and 44 regular employees selected through purposive sampling, ensuring that only employees with at least one year of experience were included. The 5-point Likert Scale measured perceptions of hygiene status, motivational factors, work performance, and job satisfaction. The data was analyzed by frequencies, means, and Pearson's *r*. Regression analysis and two-tailed tests examined significant correlations between variables at $p \leq 0.05$ and $p \leq 0.01$ significance levels. Results showed that, for both CoS and regular employees, hygiene factors (organizational culture, organizational support, leadership style, work environment, and communication) at BFAR are high, with $\bar{x}_{\text{grand}}=4.11$, $sd=.80$ for CoS, and $\bar{x}_{\text{grand}}=3.97$, $sd=.79$ for regular employees. Similarly, both CoS and regular employees evaluated the motivational factors (training, motivation, and work-life balance) as high, with $\bar{x}_{\text{grand}}=4.01$, $sd=.83$ for CoS, and $\bar{x}_{\text{grand}}=3.91$, $sd=.66$ for regular employees. Work performance (productivity, quality of work, timeliness, efficiency, and accountability) was high, with $\bar{x}_{\text{grand}}=4.26$, $sd=.69$ for CoS, and $\bar{x}=4.22$, $sd=.74$ for regular employees. CoS and regular employees had a high job satisfaction level (with $\bar{x}=4.12$, $SD=.75$ for CoS, and $\bar{x}=4.03$, $SD=.80$). The study found no significant relationship between respondents' profiles and work performance or job satisfaction, except for educational attainment and efficiency ($p=0.006$). At $p \leq 0.01$, hygiene factors significantly affected employees' work performance and job satisfaction (all p -values=0.00). The overall hygiene factors affected work performance, while the combination of work environment ($p=0.000$) and leadership style ($p=.002$) influenced job satisfaction. Motivational factors notably impacted employees' work performance and job satisfaction, $p < 0.01$. Work-life balance influenced work performance, while training and professional development had a significant impact ($p=0.39$) on job satisfaction. The findings, therefore, strengthened Herzberg's 2-factor theory. A similar study using a mixed-method research design is recommended to examine the variables in this study more thoroughly and confirm the present findings.

Keywords: Hygiene factors; motivational factors; work performance; job satisfaction; Herzberg's 2-factor theory

1. Introduction

The Bureau of Fisheries and Aquatic Resources (BFAR) is the government agency responsible for developing, improving, managing, and conserving the country's fisheries and aquatic resources. Established under Republic Act No. 8550 (Philippine Fisheries Code of 1998), BFAR is critical in promoting responsible fishing practices, enhancing aquaculture productivity, and ensuring food security. Given this significant role, much is expected of this sector's employees. To meet the public's expectations, BFAR, as a government

agency, must ensure high work performance and job satisfaction among its employees.

This research study explores the factors influencing work performance and job satisfaction among BFAR 4A employees. The workforce within BFAR 4A is characterized by a high level of technical expertise and specialization, reflecting the agency's commitment to scientific and responsible fishery management. These employees, who have undergone extensive training in their respective fields, are instrumental in executing the agency's objectives and ensuring the effective implementation of policies. Therefore, understanding the hurdles to optimal work performance is critical for the employees' well-being and essential for the agency's overarching mission and the welfare of the communities reliant on sustainable fisheries.

Like any public sector organization, the performance of BFAR 4A employees plays a crucial role in achieving the agency's goals and objectives. The literature is replete with studies addressing factors that affect employee work performance. Several researchers have identified key determinants of performance in public sector organizations, including motivation, available resources, job satisfaction, and workplace environment (Judge & Bono, 2001). Further, Bai et al. (2017) underscored the importance of professional development and training programs in enhancing employee capabilities, subsequently improving organizational performance. However, issues such as inadequate resources, lack of career advancement opportunities, and insufficient support from management have been recognized as significant barriers to optimal performance levels (Robinson & Judge, 2013).

Considering that BFAR is mandated to regulate and manage the fisheries sector, understanding and addressing these challenges is important because the agency's ability to design policy, conduct research, and provide quality service depends on the retention and commitment of highly skilled employees whose skill set relies on specialized training and expertise. This research sought to analyze the components affecting employee productivity in BFAR 4A, understand the major concerns of its staff, and propose strategies for improving organizational success and retention outcomes.

The results of this study may serve as a guide for formulating a strategy regarding employee satisfaction and productivity, benefiting the agency, the fisheries industry, and the communities dependent on it.

1.1. Background of the study

The Bureau of Fisheries and Aquatic Resources (BFAR) Region 4A is one of the BFAR regional offices in the Philippines, encompassing the provinces of Cavite, Laguna, Batangas, Rizal, and Quezon. In the CALABARZON region, fishing and aquaculture serve as economic drivers and essential means of subsistence for many households. Consequently, the role of BFAR staff is critical. Employees in this sector may face work-related challenges influenced by external and internal factors, including regulatory policies, organizational structure, and socio-environmental conditions.

Specialized fields such as fisheries management rely heavily on retaining skilled employees. BFAR 4A employees possess specialized knowledge and skills acquired through intensive training and experience, making them essential to the organization (Hirsch, 2009). The agency experiences a loss of specialized knowledge when high turnover rates lead to the departure of skilled employees, obstructing its ability to create effective policies and sustain resource management. Consequently, strategies to enhance employee engagement, satisfaction, and loyalty are necessary to preserve institutional knowledge and maintain operational performance (Biswas & Varma, 2016).

Research indicates that employee satisfaction is influenced by various factors, including leadership, work culture, job security, and the availability of professional development opportunities (Judge et al., 2017). In the context of BFAR CALABARZON, the unique socio-political environment and local economic conditions can significantly impact employee experiences. Challenges such as limited resources, bureaucratic constraints, and the need for continuous adaptation to climate change and resource scarcity can lead to job

stress and dissatisfaction (Amante, 2018).

Understanding these factors is essential for developing strategies to improve employee performance and retention at BFAR CALABARZON. The agency can achieve operational success and better support local communities while promoting sustainable fisheries by resolving current challenges and capitalizing on employee satisfaction factors.

An engaging atmosphere created through effective leadership boosts job performance according to Bass and Riggio (2006), yet insufficient resources overwhelm employees and reduce their ability to meet responsibilities Perry & Porter, 1982). The public sector experiences obstacles, including bureaucratic inefficiencies, limited career advancement possibilities, and financial restrictions, which reduce employee motivation and job satisfaction (Wright & Pandey, 2010; Kim, 2015). As noted by Alshmemri et al. (2017) emphasize that intrinsic motivation improves performance, but external obstacles hinder this process.

At BFAR 4A, two major classifications of employment status exist: Contract of Service (CoS) and regular employees. The CoS employees are hired on a contractual basis, renewable every six (6) months, while the regular employees occupy Plantilla positions in government. Thus, regular employees have tenure security, while the CoS may be terminated for reasons like end-of-project or budgetary constraints.

There is a lack of studies examining job satisfaction and work performance among CoS and regular employees in the public sector, particularly in the fisheries sector. Therefore, this study addresses this research gap.

1.2. Theoretical Framework

Herzberg's theoretical framework guided the researcher in analyzing work performance and job satisfaction determinants among BFAR 4A employees.

Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, was developed by psychologist Frederick Herzberg in 1966. The theory provides valuable insights into job satisfaction and dissatisfaction in the workplace. It posits that two distinct categories of factors significantly influence employees' feelings about their jobs: hygiene factors and motivators. These two categories are essential for organizations seeking to improve employee performance, engagement, and retention.

Hygiene factors are fundamental for preventing job dissatisfaction, but do not necessarily lead to job satisfaction. According to Herzberg (1966), hygiene factors are extrinsic to the job and function in the need to avoid unpleasantness. These factors include salary, working conditions, colleague relationships, company policies, and job security. Thus, if hygiene factors are inadequate or poorly managed, employees become unhappy and are likely to feel dissatisfied—the reason why they are also called “dissatisfiers.”

Unlike hygiene factors, motivators can enhance job satisfaction and encourage employees to perform at their best. These factors relate to the intrinsic aspects of a job that fulfill higher-level needs. Motivators, also called the satisfiers, include recognition for achievements, increased responsibilities, opportunities for personal growth and development, and work. Motivators may lead to job satisfaction since they satisfy an individual's need for growth and self-actualization Herzberg, 1966).

Herzberg suggested that "motivators" lead to job satisfaction, while hygiene factors can cause dissatisfaction when they are lacking. Before this theory, people thought that job satisfaction was simply about feeling either satisfied or dissatisfied, depending on the same factors. Herzberg changed that idea by stating that hygiene factors prevent dissatisfaction but do not necessarily lead to satisfaction (Fig. 1). Meanwhile, motivating factors can create satisfaction when present, but their absence does not cause dissatisfaction. This meant that managers needed to pay attention to two types of job features: those that make employees happy and those that need to be present to avoid making them unhappy Sanjeev & Surya, 2016).

Herzberg's theory postulates that, despite motivating factors, if hygiene factors are inadequate,

employees may experience unhappiness or dissatisfaction, which can impede their performance. Therefore, organizations must address hygiene and reinforce motivational factors to create a more satisfying and productive environment.

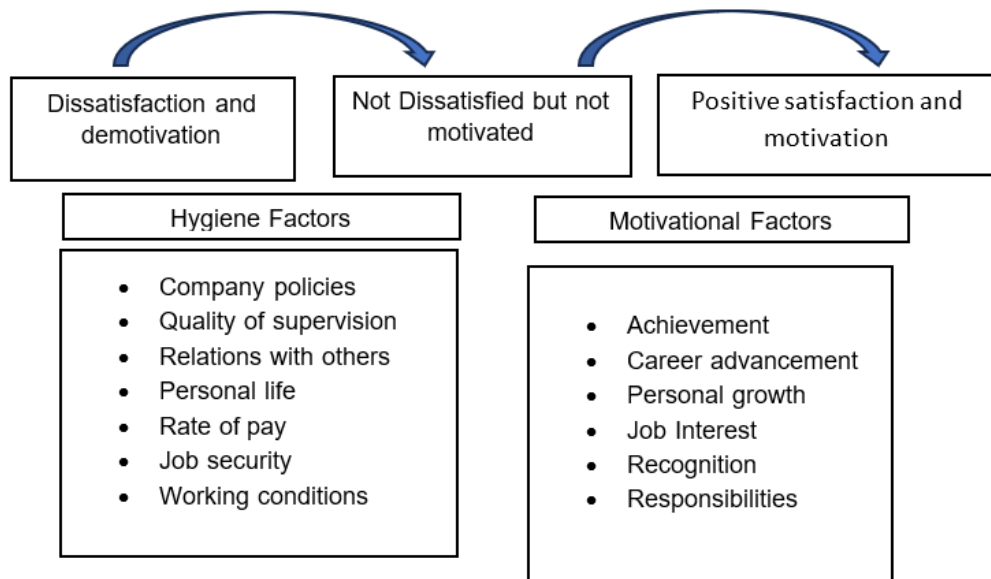


Figure 1: Two-Factor Theory

1.3. Conceptual Framework

This study focused on the dependent variables, employees' work performance and job satisfaction at BFAR 4A. Work performance encompasses various dimensions of employee productivity, quality of work, timeliness, efficiency, and accountability.

Several independent variables were examined to explore what influences work performance and job satisfaction. These encompass the determinant factors that affect BFAR 4A employees' job satisfaction and how they effectively fulfill their roles. These factors include the employees' profile in terms of age, sex, educational attainment, position, years of service, and employment status (whether Contract of Service or regular employees); hygiene factors related to organizational culture, organizational support, leadership style, work environment, and communication; as well as motivational factors such as training and development, employee motivation, and work-life balance.

The study is particularly interested in investigating the variables' interrelationships through the lens of CoS and regular employees of BFAR 4A. Drawing from the literature review and theoretical framework, the researcher designed a conceptual framework, depicted in Figure 1 below, that illustrates the dependent and independent variables and their interrelationship.

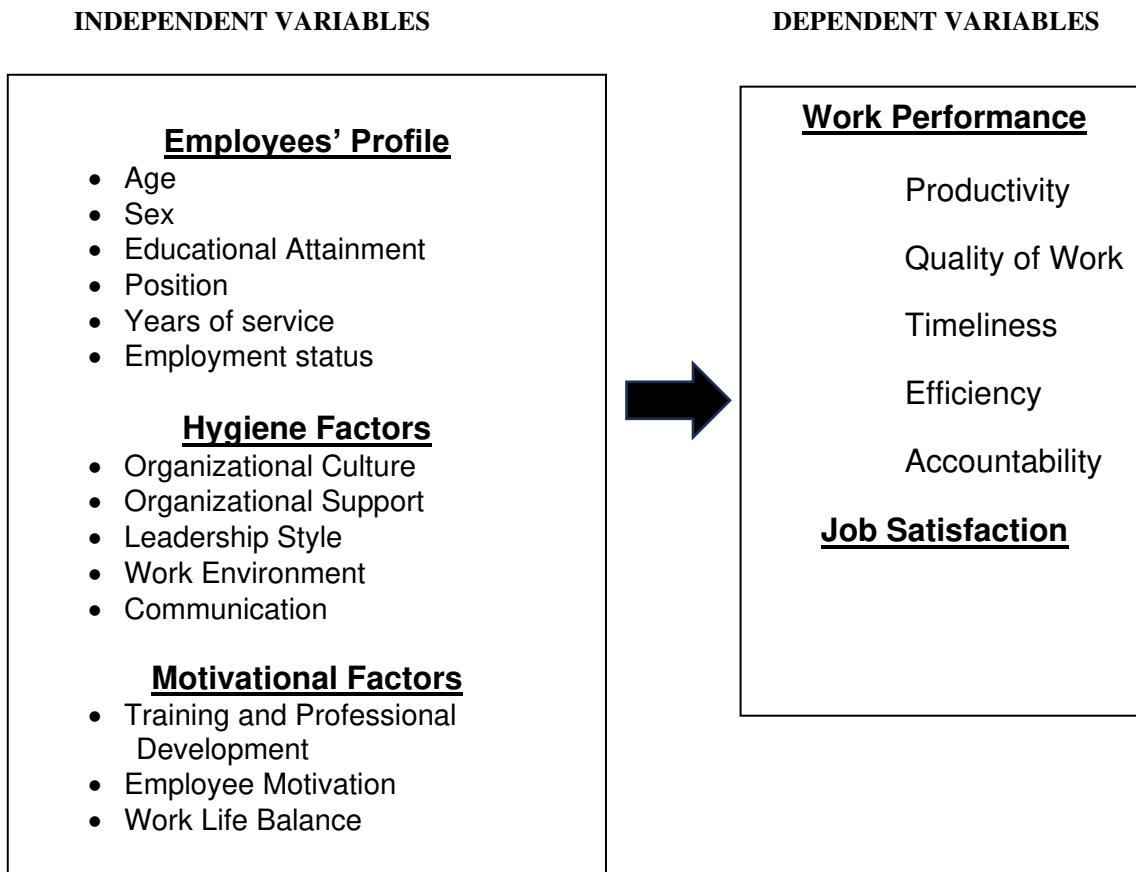


Figure 2. Conceptual Framework

1.4. Statement of the Problem

Employees' work performance within the BFAR 4A has several functions, specifically overseeing and implementing policies and programs that ensure the sustainable management of the country's fisheries resources. Like other public sector organizations in the country, BFAR 4A's workforce consists of regular and Contract of Service (COS) employees. Hence, it is important to identify and analyze the factors contributing to these employees' work performance and job satisfaction.

This study focused on the issue above by addressing the following specific research questions:

1. What is the general profile of the BFAR 4A Contract of Service (CoS) and regular employees in terms of:
 - 1.1 Age
 - 1.2 Sex
 - 1.3 Educational Attainment
 - 1.4 Position, and
 - 1.5 years of service?
2. What is the comparative evaluation of CoS and regular employees on the status of hygiene factors at BFAR 4A in terms of:

- 2.1 Organizational Culture
- 2.2 Organizational Support
- 2.3 Leadership Style
- 2.4 Work environment and
- 2.5 Communication?
3. What is the comparative evaluation of CoS and regular employees on the status of motivational factors at BFAR 4A in terms of:
 - 3.1 Training and professional development
 - 3.2 Employee motivation and
 - 3.3 Work-life balance?
4. What is the level of work performance among CoS and regular employees in terms of:
 - 4.1 Productivity
 - 4.2 Quality of work
 - 4.3 Timeliness
 - 4.4 Efficiency, and
 - 4.5 Accountability?
5. What is the job satisfaction level among
 - 5.1 CoS employees and
 - 5.2 Regular employees?
6. Is there a significant relationship between respondents' profiles, work performance, and job satisfaction?
7. Do you mean, "Does work performance significantly affect the job satisfaction and hygiene factors in BFAR 4A?"
8. Do you mean, "Does work performance significantly affect the job satisfaction and motivational factors in BFAR 4A?"

1.5. Hypotheses

To address research questions 6, 7, and 8, the following null hypotheses were formulated and tested using Pearson's Correlation Coefficient (r), a two-tailed test, and regression analysis.

First, it was suggested that there is no significant relationship between CoS and the profile of permanent employees and their work performance and job satisfaction levels.

Secondly, it was forwarded that there is no significant effect on work performance, job satisfaction, and hygiene factors at BFAR 4A.

Lastly, it was hypothesized that there would be no significant effect on work performance, job satisfaction, and motivational factors at BFAR 4A.

1.6. Significance of the Study

This study has the potential to offer valuable insights into the dynamics influencing employee satisfaction and work performance within the Bureau of Fisheries and Aquatic Resources (BFAR) in the CALABARZON region. The findings will enable organizations to reassess the effectiveness of various factors affecting their employees and their roles in enhancing workforce performance. This evaluation may guide organizations in implementing necessary improvements for future development.

It enhances employees' understanding of the factors influencing their job satisfaction and performance. For planners, it aids in developing effective schedules to address employee underperformance. Additionally, this study benefits policymakers since it may guide the establishment of plans and goals considering these factors.

Furthermore, organizations, researchers, and other stakeholders must broaden their research efforts to identify and apply the factors that enhance employee performance, using the findings as reference materials. This study will also contribute to academia by expanding knowledge, addressing specific gaps in the literature, and providing a sense of accomplishment and satisfaction for the researcher.

1.7. Scope and Limitations of the Study

The study only identified work performance and job satisfaction determinants among BFAR 4A's Contract of Service and regular employees. It does not cover other aspects of employee performance, such as job stress and turnover intention. The study included only those employees who had been with the organization for at least one year. Furthermore, this research relied on self-reported employee data, which may be subject to biases and inaccuracies. Findings of this study may not be generalizable to other BFAR regions or similar public sector organizations due to the unique contextual factors that impact work performance and job satisfaction, such as regional policies, structures, and organizational culture. Moreover, the study explored the factors that influence job satisfaction and performance among BFAR 4A employees, but it does not examine other factors that may influence these behaviors.

1.8. Definition of Terms

The following terms are defined for a clearer understanding of this study:

BFAR 4A employees- refer to the employees of the Bureau of Fisheries and Aquatic Resources (BFAR) Region IV-A, in the five provinces of CALABARZON (Cavite, Laguna, Batangas, Rizal, and Quezon). The BFAR 4A employees in this study include the Contract of Service and Regular employees.

Contract of Service or CoS employees—These are the employees who have BFAR 4A contracts for a period of six (6) months and whose contracts are renewable every six months. They do not receive the same benefits as regular employees since they do not have tenure security and no employer-employee relationship.

Employee Motivation: The energy, commitment, and creativity workers bring to their job roles. It is often influenced by intrinsic factors (such as personal growth and job satisfaction) and extrinsic factors (such as rewards and recognition).

Employees' Profile – A description of the employees under study, limited to age, sex, educational attainment, position or job title, years of service, and type of employment.

Factors—These refer to the various elements or variables that can influence work performance. These may include organizational culture, support, leadership style, training and professional development, employee motivation, job satisfaction, work environment, work-life balance, and communication.

Hygiene factors – These are factors or elements that prevent job dissatisfaction but do not necessarily lead to job satisfaction. They are also called “dissatisfiers”. In this study, the hygiene factors that were investigated included organizational culture, organizational support, leadership style, work environment, and communication.

1.9. Review of Related Literature and Studies

This chapter reviews the literature and studies on factors influencing work performance and job satisfaction at the Bureau of Fisheries and Aquatic Resources (BFAR) in Region 4A.

The review draws insights from relevant organizational behavior, public administration, and fisheries management frameworks. Understanding the factors influencing work performance and job satisfaction of BFAR 4A employees is essential for enhancing productivity and achieving the agency's goals.

1.9.1. Government Employees in the Philippines

It has been shown that, out of the 1.7 million government employees in the Philippines in 2017, nearly 700,000 were temporary workers (Civil Service Commission, 2017, in Meliz, Menguito and Sudaria, 2024). These employees are hired for a maximum period of six months. If the employee performs well and the agency still needs the employee's services, the employer-agency may decide to extend the contract.

A case study conducted by the Institute of Labor Studies (2023) among Job Orders/Contract of Service (CoS) employees disclosed that they apply to be contractual employees mainly to achieve the status of a regular employee and civil servant. They voluntarily contribute to the Social Security System (SSS) to be entitled to social security benefits. Most CoS employees have remained in the government service as CoS for many years, as the services they provide to their employers are crucial in public service to stakeholders; hence, their employers renew their contracts numerous times. Some, however, quit in search of greener pastures and better careers in the private sector, while others remain, due to the difficulty of finding a job.

Several local studies provided a profile of government employees in the Philippines. Bulilan (2022) surveyed 345 permanent employees of Bohol Island State University (BISU) to determine the correlations between the employees' level of job performance, the extent of job satisfaction, and their demographic characteristics. The employees' profiles revealed that most were 26-29 years old. The female respondents outnumbered the males, with the majority of them having doctoral degrees, followed by those who are master's degree holders. This relatively high educational attainment was expected among the respondents since the study was conducted in a university setting, wherein college faculty members were required to have at least a master's degree to acquire a regular status. The respondents had spent between 8 and 11 years in service with BISU.

In terms of age, Bulilan's (2022) finding was supported by Credo and Naparota's (2022) study of job satisfaction and quality of work life among government employees in the municipality of Liloy, Zamboanga del Norte, which found that 78.2% of their respondents were less than 30 years old. This shows that they are in their young adult life stage in career development.

The study of Credo and Naparota (2022) also covered government employees, who consisted of regular, on-the-job order and/or contract service employees of the offices in the municipality of Liloy. In addition to being less than 30 years old, the majority (86.5%) were technical-vocational graduates/college level graduates, with almost equal sex distribution.

In evaluating the job satisfaction and work values of government employees in selected municipalities of Cavite, De Leon et al. (2022) profiled the government employees as: between the ages of 33 and 39, mostly female (74%), college graduates (94%), with a permanent (regular) employment status (67%), and have rendered 2 to 7 years of service (38%).

The study of Viray-Inciong (2022) contradicted the idea that most government employees are young. It found that, in terms of age, the government employees in her study were mostly 31 to 40 years old (46.63%), supporting De Leon's (2022) finding. However, in terms of gender at birth or sex, they were primarily female (57.06%), casual employees (53.99%), and they hold entry-level positions (69.33%).

An earlier study by Candelario et al. (2020) on organizational commitment and job satisfaction among government employees in an agency in Northern Philippines, included the demographic data on length of service in the organization, salary grade, status of appointment, and place of assignment (which in this current study is described as position). Candelario et al. (2020) reported that respondents had 1 to 5 years of experience in government service (54%), with most of them as permanent employees (52%) and holding management positions (68%).

1.9.2. Two-Factor Theory

Conventional literature placed satisfaction and dissatisfaction as opposites on the same scale.

However, in 1959, after the study of Herzberg and his colleagues among engineers and accountants in Pittsburgh, the prominent psychologist theorized that these two episodes - satisfaction and dissatisfaction- are independent of each other (Herzberg et al., 1966).

For Herzberg, job satisfaction and dissatisfaction are driven by different determinants (Hewstone & Stroebe, 2001). He categorized the factors influencing workplace experiences into hygiene and motivators. Herzberg's theory was called the Two-Factor Theory or the Motivation-Hygiene Factor Theory.

According to Herzberg, hygiene factors are those job factors that describe the job environment/scenario. These factors are extrinsic to the job and involve the context in which the work is performed. Hygiene factors are the "physiological needs which the individuals wanted and expected to be fulfilled," Licudan-Credo and Naparota (2022). According to Herzberg, these factors do not motivate employees to perform better; hence, hygiene factors do not contribute to workplace satisfaction, and cannot be regarded as motivators, but are essential to prevent workplace dissatisfaction and unhappiness.

On the other hand, the motivating factors are those aspects of the job that make people want to perform well and thus provide job satisfaction (Tan & Waheed, 2011). They are intrinsic to the job and relate to the content of the work itself. Motivational factors, also called "satisfiers," represent the psychological needs perceived as an additional benefit. These include recognition, sense of achievement, growth and promotional opportunities, responsibility and meaningfulness of the work (Licudan-Credo and Naparota, 2022).

Herzberg's Two-Factor Theory has been widely used, singly or in combination with other theories, in studies that aim to uncover the factors and determinants of job satisfaction and work performance. There is a plethora of studies in this area. Aside from the hygiene and motivational factors, the present study also explored whether or not demographic characteristics, such as age, sex, educational attainment, position, and length of service, affect their work/job performance and satisfaction.

1.9.3. Studies on Hygiene Factors

Many employees are willing to openly express their ideas and suggestions, although some may still be hesitant due to concerns about potential negative consequences.

Existing literature emphasizes that company culture determines worker engagement and performance. Research by Schein (2017) indicates that organizations with well-defined values and effective teamwork tend to outperform their competitors. He argues that employees' engagement and productivity are significantly enhanced when they comprehend the organizational mission.

Similarly, Edmondson (2019) emphasizes the importance of psychological safety, where employees feel safe to share ideas without fear of retribution, as crucial for fostering innovation and team effectiveness. Her research reveals that organizations that excel in psychological safety have better problem-solving capabilities. Organizations with high cultural alignment scores typically experience lower turnover rates and enhanced employee satisfaction (Cameron & Quinn, 2011). This is characterized as dynamic, indicative of a "clan culture," where collaboration is highly valued. Sinek (2019) adds to this discourse by suggesting that organizations where employees grasp the underlying purpose of their work cultivate more loyal and motivated teams. His findings indicate that such clarity is positively correlated with improved performance metrics.

2. Methodology

This chapter contains the research design, subject of the study, population, sampling techniques, data gathering procedure, research instrument, and statistical treatment.

2.1. Design

This study utilized a quantitative research design to examine the factors determining job satisfaction and work performance of BFAR 4A employees. The choice of this method aimed to test specific hypotheses

and generate broadly applicable results Creswell, 2013). According to Sekaran and Bougie (2016), the quantitative method is commonly employed in social sciences and business. This approach relies on quantitative data and utilizes statistical analysis to interpret the collected data. Consequently, it helped verify the research problems outlined in the first chapter and test the hypotheses. Additionally, the quantitative research design was advantageous because the questionnaire could be administered online, facilitating the rapid collection of responses within minutes.

2.2. Respondents of the Study

The respondents for the study were employees of BFAR 4A, including both Contract of Service and Regular employees. The various levels—management, technical, administrative personnel, and field officers were represented in the study.

2.3. Population and Sampling Method

This study's population consists of all BFAR 4A employees, with the sample drawn from 222 employees. According to Sekaran (2006), sampling is a critical process in research design, emphasizing the need to select sufficient elements from a population. This ensures that the results obtained from the sample can be generalized to the entire population, making the research findings more applicable and meaningful.

All offices of the BFAR 4A were randomly selected, ensuring fair representation across all areas. Employees with at least one year of experience in BFAR 4A were chosen from the selected offices. Approximately 65 employees were intentionally excluded, as they lacked sufficient exposure to the agency to provide reliable responses. Thus, from the total of 222 employees, the study population was reduced to 157 (84 regular and 73 Contract of Service).

To ascertain a sample size that accurately represents the target population, the study utilized a statistical formula based on the methodology outlined by Israel (1992). The study assumed a margin of error of 5% and a confidence level of 95%, ensuring a high degree of reliability in the results.

One hundred thirty-one sample employees (69 regular and 62 CoS employees) were targeted to participate in the study. The purposive sampling method was applied, with criteria of one (1) year of experience with BFAR 4A.

2.4. Research Procedure

Upon receiving approval from the faculty of Laguna State Polytechnic University - Sta. At the Cruz Main Campus, the researcher sought the adviser's approval for the preliminary chapters (1-3) from the approving committee to proceed with the research. The researcher submitted a request letter to the Bureau of Fisheries and Aquatic Resources (BFAR) management in Region IV-A to conduct the study. This letter outlined the study's research objectives, methodology, and significance. After obtaining initial approval from BFAR management, the researcher arranged meetings with the OIC of the Admin and Finance Section to discuss the research scope that aligns with organizational goals as per the instructions of Regional Director Sammy A. Malvas. Additionally, the researcher coordinated with the supervisors of BFAR 4A to schedule dates for administering the survey to the selected employees.

Survey forms were distributed through online platforms (e.g., Google Forms) and paper formats, based on employee accessibility and preferences. A reminder was sent out to encourage participation.

After completing the data collection process, the quantitative data were analyzed using appropriate statistical software (such as SPSS or Excel) to examine the numbers and understand the overall trends and

relationships.

The researcher compiled a comprehensive report detailing the methods, findings, discussions, and recommendations based on the analysis. BFAR4A management scheduled a presentation of the study's outcomes, and a copy of the final report was sent to the LSPU.

2.5. Research Instruments

According to Morris (2001), a data collection instrument is a structured tool designed to gather information for research purposes systematically. These instruments can take various forms, such as interviews, questionnaires, and available records. In this study, the researcher utilized questionnaires, which served as a means of collecting primary data directly from respondents. Sekaran (2002) characterizes primary data as information acquired firsthand. The questionnaire was chosen as the preferred data collection method due to its precision and ability to maintain respondent confidentiality.

The survey questionnaire was divided into three (3) parts: Part I obtained data on respondents' profiles; Part II and Part III contained statements rated by the respondents on a 5-point Likert Scale. Part II probed the hygiene and motivation factors, while Part III examined work performance and job satisfaction.

The Likert scale format was employed because it effectively produces equal-interval data, facilitating reliable statistical analysis.

2.6. Statistical Treatment of Data

The statistical tools for analyzing the collected data consisted of descriptive statistical methods and inferential statistics.

Descriptive statistical methods measured central tendencies (frequencies, percentages, mean, median, and mode) and assessed variability (standard deviation, range). These methods provided a comprehensive summary of demographic information and responses to survey items.

Pearson's correlation coefficient (r) analysis was used for the inferential statistics to determine the relationships between variables. Additionally, multiple regression analysis was used to evaluate the predictive power of independent variables (factors) on the dependent variable (work performance and job satisfaction).

The two-tailed test was used to test the significance of Pearson's correlation coefficient (r). The computed p-values and their significance were determined with the level of statistical significance set at $p \leq 0.05$.

The derived mean scores from the Likert scale responses for the different statements on hygiene and motivational factors, including work performance and job satisfaction, were interpreted as follows:

Mean Interval	Level Interpretation
1.0 -1.5	Very low
1.51 – 2.5	Low
2.51 – 3.5	Moderately Low
3.51 – 4.5	High
4.51 – 5.0	Very high

On the other hand, the strength of correlation based on the value of r was interpreted using the following table:

Value of r	Strength of correlation
0.00 - 0.10	No correlation
0.10 - 0.30	Weak correlation
0.30 – 0.50	Moderate correlation
0.50 – 0.75	Strong correlation
0.75 – 1.00	Very strong correlation

3. Results and Discussion

This chapter presents the data gathered by the researcher from the survey of employees at BFAR 4A. It addresses the research questions in Chapter 1 under the Statement of the Problem. Through quantitative data analysis, this chapter comprehensively examines the determinants of job satisfaction and work performance among Contract of Service (CoS) and regular employees of BFAR 4A. Thus, this chapter enhances understanding of the factors that improve job satisfaction and organizational performance.

3.1. Respondents' Profile

In this study, the respondents' profiles refer to BFAR 4A employees' age, sex, educational attainment, position, and years in service with BFAR 4A.

One hundred twenty employees of BFAR 4A were invited to fill out the survey form using both Google Forms and hard copies. Out of these invited employees, 87 responded, representing 72% of the total invited, while 33 (28%) did not respond. According to Mugenda and Mugenda (2003), a response rate of 50% is sufficient for research purposes, so the 72% of respondents for this study is more than acceptable for the researcher to proceed with data analysis.

3.1.1. Age

Figure 1 below shows the overall age profile of the employees. As shown in the figure, out of the 87 employees, the 20-29 age bracket had the highest frequency of 30 (34.48%). This was followed by the 30 to 39 age bracket with a frequency count of 28 or 32.18%. The 60 to 69-year-olds had the lowest frequency of 5 or 5.75% of respondents. As such, the results revealed that employees at BFAR 4A are relatively young.

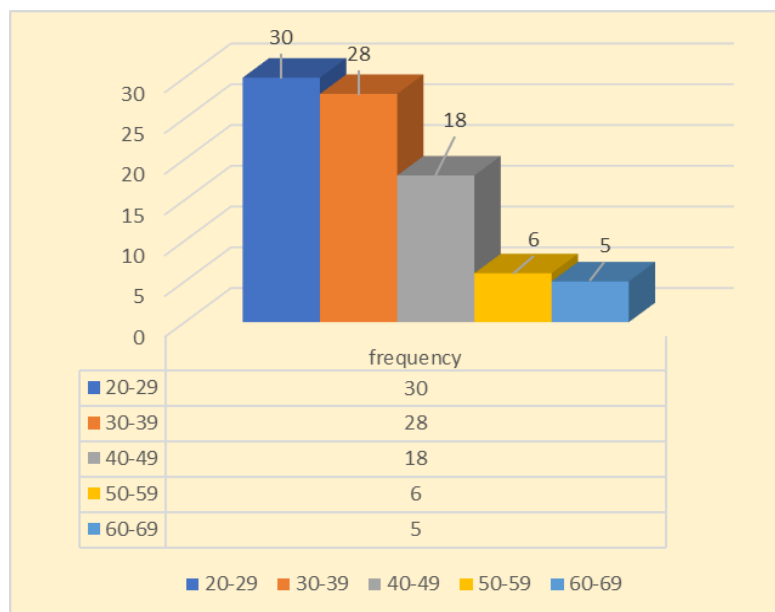


Figure 1. Overall age of respondents

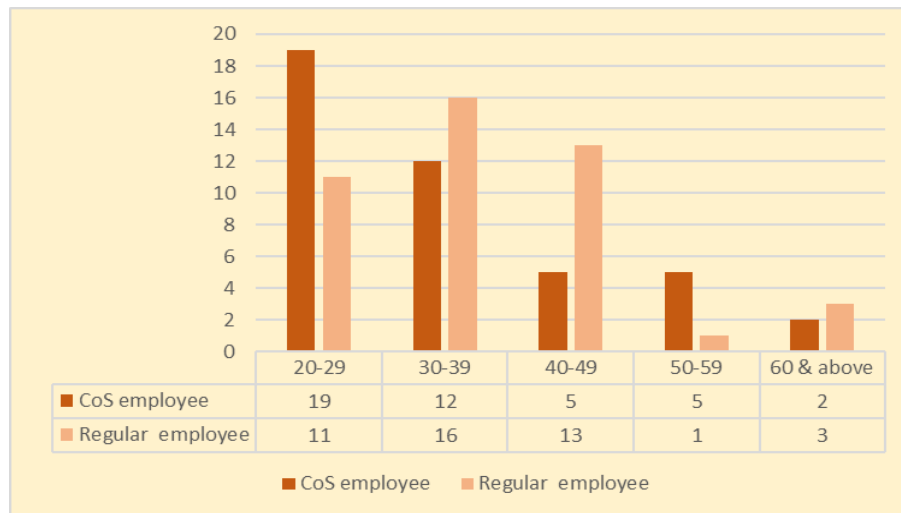


Figure 2. Comparative age of CoS and regular employees

Comparatively, as presented in Figure 2, there were more CoS employees than regular employees in the age brackets 20-29 and 50-59, with respective frequency counts of 19 vs 11 and 5 vs 1. On the other hand, regular employees outnumbered the CoS employees in the age brackets 30-39 (16 vs 11), 40-49 (13 vs 5), and 60 years and above (3 vs 2).

Thus, of the 43 CoS employees, the majority were relatively young adults, between 20 and 39 years old, while most of the 44 regular employees were mature adults, between 30 and 49 years old.

3.1.2. Sex

In terms of sex, it was found that, out of the 87 total respondent-employees, there were more male (50) than female (37), as reflected in Figure 3. There were more CoS male respondents (27 out of 43). The regular employees were distributed to 23 males and 21 females (Figure 4).

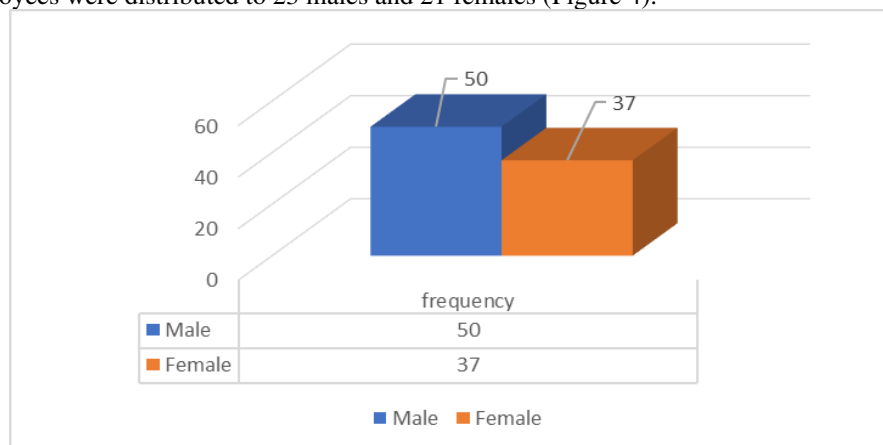


Figure 3. Sex of respondents

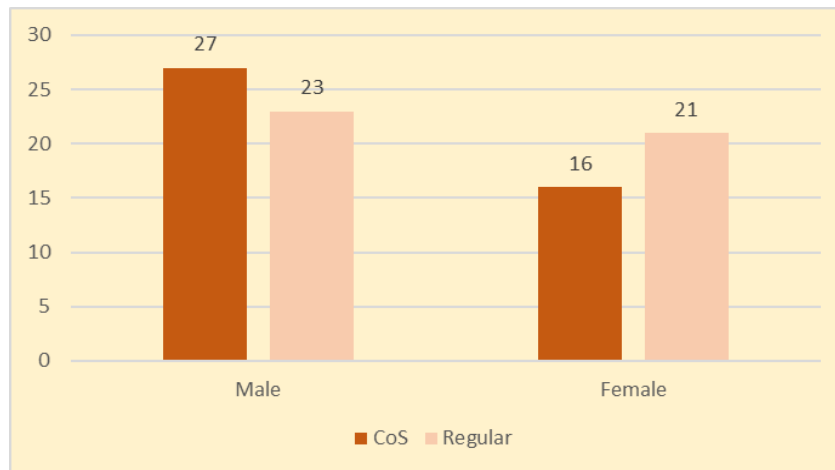


Figure 4. Sex distribution of CoS and regular employees

3.1.3. Educational Attainment

The majority of the 87 total respondents were college graduates (79), while 8 had master's degrees (Figure 5). The comparative educational attainment of CoS and regular employees shows that all CoS employees (43) were college graduates. Most regular employees (36) were college graduates, while eight (8) had master's degrees (Figure 6).

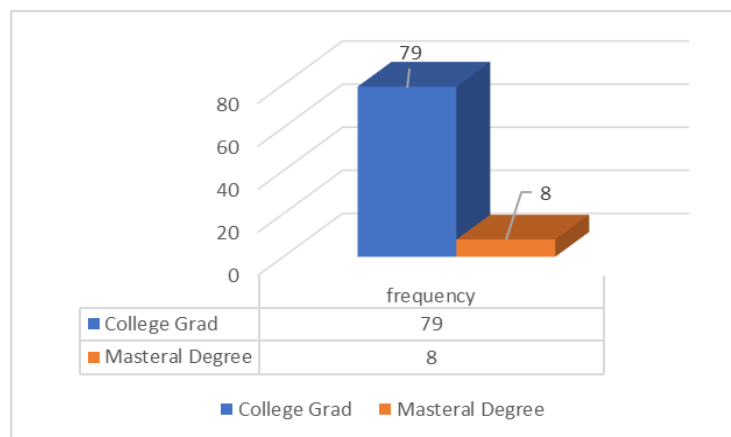


Figure 5. Educational attainment of respondents

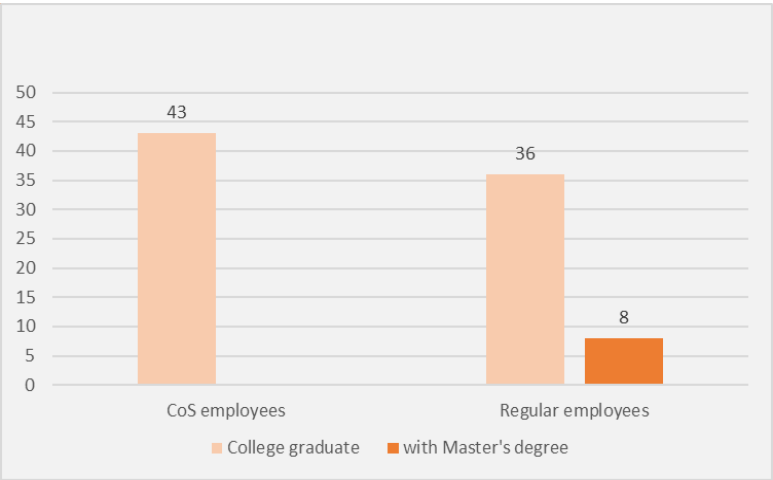


Figure 6. Comparative educational attainment of CoS and regular employees

3.1.4. Position/Job Title of Respondents

Of the 87 respondents, 54 were technical staff, 22 were admin staff, and 11 were supervisors (Fig. 7).

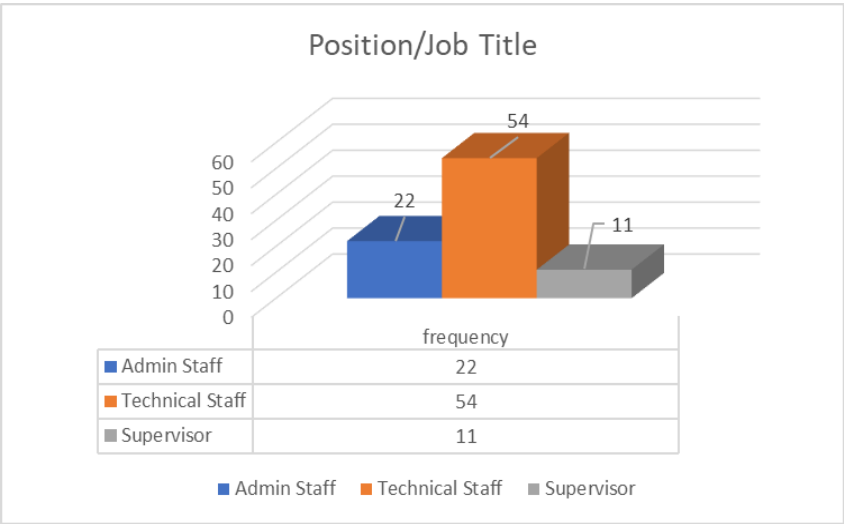


Figure 7. Position/title of respondents

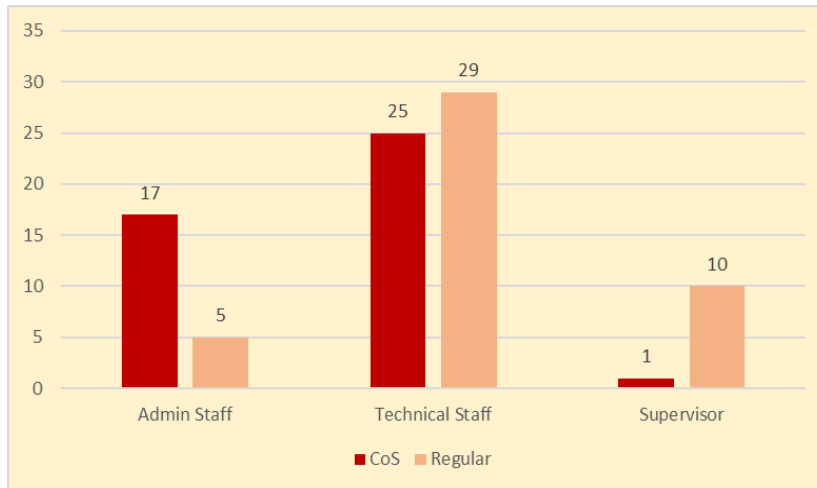


Figure 8. Comparative position/job title of CoS and Regular employees

The comparative data on position/job title of CoS and regular employees revealed that most of the CoS and regular employees were technical staff (25 CoS and 29 regular employees). However, more CoS employees (17) were admin staff than the regular employees (5), and more regular employees were supervisors (10) than the CoS (1), as shown in Figure 8.

3.1.5. Length of Service

In terms of length of service, of the 87 respondents, the majority had been in the service for 1-5 years (35 respondents), 29 were with BFAR for more than 10 years, while 23 had been with BFAR for 6-10 years (Figure 9).

Of the 43 CoS employees, the majority (28) had been with BFAR for 1-5 years, whereas the 44 regular employees, the majority (21) had been with BFAR for more than 10 years. There were more regular employees than CoS employees who had been with BFAR for 6-10 years (16 regular vs 7 CoS). Eight (8) CoS, though, had been with BFAR for more than 10 years (Figure 10)

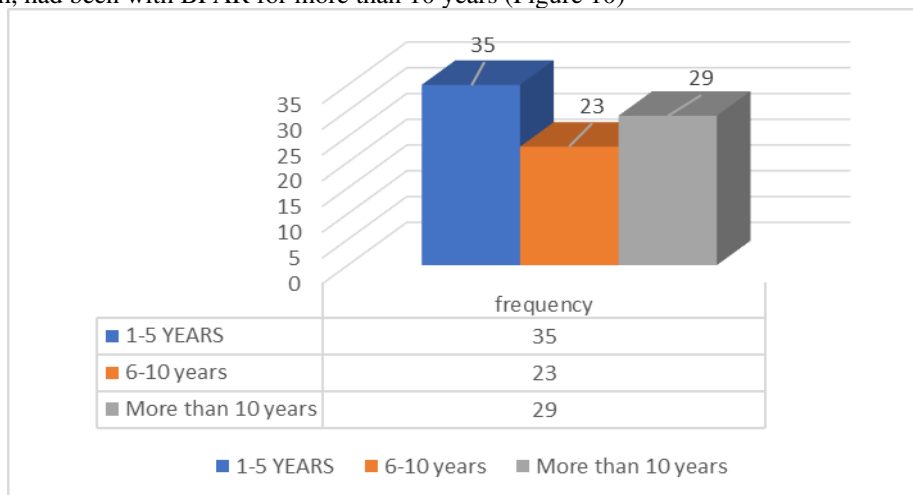


Figure 9. Length of service of respondents.

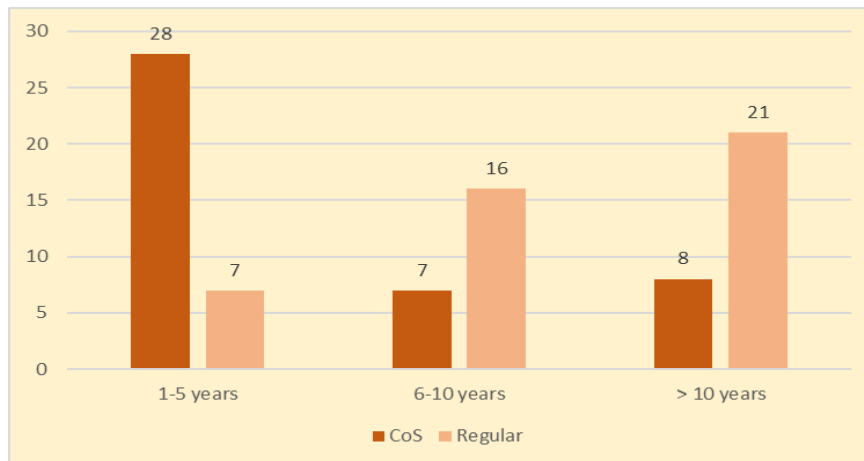


Figure 10. Comparative length of service of CoS and regular employees.

The profiles of the total respondents revealed that they were young adults, male, ranging in age from 20 to 39, college graduates, working as technical staff at BFAR 4A, and having been in the service for 1-5 years.

Similar trends for age, sex, educational attainment, and position were found in both CoS and regular employees. However, regarding length of service, most of the CoS employees had been with BFAR for only 1-5 years, while regular employees had been with BFAR for more than 10 years. Thus, regular employees had longer years of service than the CoS employees.

The overall findings on BFAR 4A's employees' profile as to age affirm the findings of Bulilan (2022), Credo and Naparota (2022), De Leon et al. (2022), and Viray-Inciong (2022). Both Bulilan (2022) and Credo and Naparota (2022) found that the age of their government employee-respondents was below 30, while those of De Leon et al. (2022) and Viray-Inciong were between 33 and 39 and 31 and 40 years old, respectively.

In terms of sex, the current study, which found more male than female respondents, contradicted the general trend found by most local studies, which indicated that females outnumbered males in government agencies that were surveyed. This may be explained by the fact that fisheries' activities such as fishpond cleaning and maintenance, fisheries law enforcement, fishery production, etc., are considered men's domain, hence, mostly appropriate for males.

As for educational attainment, the result of this study aligns with other studies (De Leon et al., 2022; Credo & Naparota, 2022; Bulilan, 2022; and Llenares, 2015).

However, contrary to the findings of Candelario et al. (2020), where most government employees hold management positions, in this study, the majority of the respondents held non-managerial positions, and they were primarily technical staff. Both studies, however, obtained similar findings on length of service, which is 1 to 5 years of government service.

3.2. Status of Hygiene Factors

This study's hygiene factors examined included organizational culture, organizational support, leadership style, work environment, and communication. The status of hygiene factors was examined by comparing the derived means of rated statements by CoS and regular employees. These data and their interpretation are shown in the succeeding Tables. Analysis of the results, compared with the reviewed literature and studies, is discussed after the results have been summarized.

3.2.1. Culture

Table 1. Comparative evaluation of CoS and regular employees on the status of hygiene factors in terms of organizational culture

<i>Statement</i>	<i>Contract of Service employees</i>			<i>Regular employees</i>		
	<i>Mean</i>	<i>SD</i>	<i>Remarks</i>	<i>Mean</i>	<i>SD</i>	<i>Remarks</i>
<i>1. The organization promotes teamwork and collaboration.</i>	4.12	.87	High	4.15	.74	High
<i>2. Employees are encouraged to share their ideas and suggestions without fear of retribution.</i>	4.12	.82	High	4.27	.84	High
<i>3. There is a clear understanding of the organization's values and mission among employees.</i>	4.33	.71	High	4.16	.75	High
<i>4. The organization fosters continuous improvement and innovation.</i>	4.19	.79	High	4.07	.76	High
<i>5. The values and norms of my organization align with my values.</i>	4.19	.70	High	3.82	.76	High
Weighted Mean SD Verbal Interpretation	4.19 0.87 High			Weighted Mean SD Verbal interpretation	4.10 0.77 High	

As depicted in Table 1, the statement *There is a clear understanding of the organization's values and mission among employees* garnered the highest mean (4.33) among CoS employees, while the highest mean (4.27) among regular employees was the statement *Employees are encouraged to share their ideas and suggestions without fear of retribution*. The lowest mean for regular employees was 3.82 for the statement, *The values and norms of my organization align with my values*, while for the CoS, the lowest mean was 4.19 for statements 1 (*The organization promotes teamwork and collaboration*) and 2 (*Employees are encouraged to share their ideas and suggestions without fear of retribution*).

Seemingly, although both the CoS and regular employees' rating for statement 2 was verbally interpreted as *high*, it will be seen that this statement had the lowest mean for CoS and the highest for regular employees. This may be interpreted in terms of the employees' tenure security. That is, CoS employees, since they are on a contract basis, may not be as sure as the regular employees of the clause "*without fear of retribution*".

On the whole, the hygiene factor's status in terms of organizational culture at BFAR 4A is **high**, as seen from the lens of both CoS and regular employees, based on the derived weighted means of their ratings on organizational culture statements (mean=4.19, s.d.=0.87 for CoS; mean=4.10, s.d.=0.77 for regular employees).

3.2.1. Organizational Support

In terms of organizational support, Table 2 shows the comparative means for evaluating CoS and regular employees on the five statements on organizational support.

As reflected in Table 2, the derived mean scores for the ratings of all statements on organizational support by both the CoS and regular employees were all interpreted as **High**. The mean scores for CoS employees ranged from 4.00 to 4.26. On the other hand, the mean scores of regular employees ranged from 3.77 to 4.18.

Table 2. Comparative evaluation of CoS and regular employees on the status of hygiene factors in terms of organizational support.

<i>Statement</i>	<i>Contract of Service employees</i>			<i>Regular employees</i>		
	<i>Mean</i>	<i>SD</i>	<i>Remarks</i>	<i>Mean</i>	<i>SD</i>	<i>Remarks</i>
1. The organization provides the resources to perform my job effectively.	4.21	0.74	High	3.91	0.86	High
2. Employees are encouraged to seek help from management when necessary.	4.02	0.89	High	3.89	0.87	High
3. The organization cares about the well-being of its employees.	4.00	0.90	High	3.91	0.80	High
4. I feel that the organization values my contributions.	4.00	0.85	High	3.77	0.77	High
5. There are adequate support systems in place for employee development.	4.26	0.73	High	4.18	0.84	High
Weighted Mean SD Verbal Interpretation	4.10 0.82 High			Weighted Mean SD Verbal interpretation	3.93 0.81 High	

Among the CoS employees, two statements had the lowest mean score of 4.00 (with respective SDs = .89 and .90), and this was obtained for the statements: Employees are encouraged to seek help from management when necessary, and the organization cares about the well-being of its employees. For the regular employees, the lowest mean score of 3.77 (s.d. = 0.77) was found in the statement: *I feel that the organization values my contributions*.

The highest mean score of 4.26 (s.d.=0.73) was noted among the CoS, while for the regular employees, the highest mean score was 4.18 (s.d.=0.84). These high mean scores were both noted in the statement, *"There are adequate support systems in place for employee development,"* according to both the CoS and regular employees.

Thus, based on the computed weighted mean scores of the ratings, the status of the hygiene factors in terms of organizational support at BFAR 4A is **high**, as seen from the weighted mean of 4.10, s.d.=0.82 for

CoS employees and 3.93, s.d.=0.81 for the regular employees. However, valuing the contributions of regular employees is one area to be improved.

3.2.3. Leadership Style

Table 3 shows the comparative evaluation of CoS and regular employees' perceived status of the hygiene factor leadership style. As revealed in the table, both the CoS and regular employees of BFAR 4A positively scored the statements on leadership style, as shown by the mean scores range of CoS employees from 4.07 (s.d.= 0,83) to 4.23 (s.d.= 0.84) and mean scores range of regular employees from 3.82 (s.d.= 0.87) to 4.25 (s.d.= 0.81).

For both CoS and regular employees, the low mean scores (4.07, s.d. 0.83 for CoS and 3.82, s.d. = 0.87 for regular employees) were obtained for the statements, *My immediate supervisor provides clear instructions and expectations* (for the CoS). *I feel inspired by the leadership to perform my best* (for regular employees).

In terms of high mean scores, for both the CoS (4.23, s.d.=0.78) and regular employees (4.25, s.d.=0.81), *the organization's leadership encourages employee participation in decision-making*. Additionally, for the CoS, *Leadership effectively communicates the organization's goals and objectives* (mean=4.23, s.d.=0.78).

Table 3. Comparative evaluation of CoS and regular employees on the status of hygiene factors in terms of leadership style.

Statement	Contract of Service employees			Regular employees		
	Mean	SD	Remarks	Mean	SD	Remarks
1. <i>My immediate supervisor provides clear instructions and expectations.</i>	4.07	0.83	High	4.14	0.82	High
2. <i>Leadership in my organization encourages employee participation in decision-making.</i>	4.23	0.78	High	4.25	0.81	High
3. <i>My supervisor recognizes and appreciates employees' contributions.</i>	4.21	0.77	High	4.16	0.76	High
4. <i>Leadership effectively communicates the organization's goals and objectives.</i>	4.23	0.84	High	4.11	0.78	High
5. <i>I feel inspired by the leadership to perform my best.</i>	4.09	0.84	High	3.82	0.87	High
Weighted Mean	4.09			Weighted Mean		4.10
SD	0.81			SD		0.81
Verbal Interpretation	High			Verbal interpretation		High

The comparative weighted means for the hygiene factor on leadership style at BFAR 4A were 4.09, s.d.=0.81 for CoS and 4.10, s.d.=0.81 for regular employees, and both are verbally interpreted as **High**.

Work Environment

Table 4 below depicts the comparative evaluation of CoS and regular employees on the status of hygiene factors in terms of work environment.

Table 4. Comparative evaluation of CoS and regular employees on the status of hygiene factors in terms of work environment.

<i>Statement</i>	<i>Contract of Service employees</i>			<i>Regular employees</i>		
	<i>Mean</i>	<i>SD</i>	<i>Remarks</i>	<i>Mean</i>	<i>SD</i>	<i>Remarks</i>
<i>1. The physical work environment is comfortable and conducive to productivity.</i>	4.07	.77	High	3.88	.75	High
<i>2. I have access to the tools and resources necessary to perform my job effectively.</i>	4.18	.79	High	3.95	0.71	High
<i>3. My workspace is organized and allows me to focus on my tasks.</i>	4.18	.76	High	3.95	0.73	High
<i>4 The atmosphere promotes collaboration and teamwork.</i>	4.09	.81	High	3.98	0.70	High
<i>5. I feel safe and secure in my work environment</i>	4.04	.87	High	3.86	0.77	High
Weighted Mean SD Verbal Interpretation	4.11 0.76 High			Weighted Mean SD Verbal interpretation	3.85 0.73 High	

As shown in the above table, both CoS and regular employees rated the statements on work environment as **High**. The mean scores for CoS employees ranged from 4.04 to 4.18, while the mean scores for regular employees ranged from 3.86 to 3.98.

Among the CoS employees, two statements obtained the highest mean score of 4.18. These were: *I have access to the tools and resources necessary to perform my job effectively* (s.d. = .79) and *My workspace is organized and allows me to focus on my tasks*, with s.d. = 0.76. For the regular employees, the statement *"The atmosphere promotes collaboration and teamwork"* obtained the highest mean score of 3.98 (s.d. = 0.70),

The statement *I feel safe and secure in my work environment* obtained the lowest mean scores for both CoS and regular employees: 4.04 (s.d. = 0.87) for CoS, and 3.86 (s.d. 0.77) for regular employees.

The results show that although both groups express a **high level** of satisfaction in their workplace, there is a noticeable distinction in how they see security and safety. The relatively low scores in this statement

implies that both employee categories may be worried about their general work security or physical safety and this is one area that may be considered for improvement.

3.2.4. Communication

Table 5 shows a comparative analysis of the perceived status on hygiene factors related to communication among CoS and regular employees.

The highest mean score of 4.16 (s.d. = .75) among the CoS was noted, while for regular employees, the highest score of 3.93 was obtained in two statements. These high mean scores were noted in the statements, *There are adequate channels for expressing concerns or suggestions* (s.d. = 0.85) and *Management encourages honest and transparent communication* (s.d. = 0.87).

The lowest mean for regular employees was 3.76 (s.d.=0.79), while for CoS employees, the lowest mean score was 4.02 (s.d.=.77) for the statement, *“Communication within the organization is effective and clear.”*

Based on the computed weighted mean scores of the ratings of both CoS and regular employees, the hygiene factor of communication at BFAR 4A is **High**, as seen from the weighted mean of 4.08 (s.d. = 0.76) for CoS employees and 3.85 (s.d. = 0.80) for the regular employees.

Table 5. Comparative evaluation of CoS and regular employees on the status of hygiene factors in communication.

Statement	Contract of Service employees			Regular employees		
	Mean	SD	Remarks	Mean	SD	Remarks
1. Communication within the organization is effective and clear.	4.02	.77	High	3.86	.73	High
2. I receive important information promptly.	4.05	.72	High	3.76	0.79	High
3. There are adequate channels for expressing concerns or suggestions	4.12	.79	High	3.93	0.85	High
4 Team members communicate openly and effectively.	4.05	.75	High	3.82	0.76	High
5. Management encourages honest and transparent communication.	4.16	.75	High	3.93	0.87	High
Weighted Mean SD Verbal Interpretation	4.08 0.76 High			Weighted Mean SD Verbal interpretation	3.85 0.80 High	

3.2.5. Summarized Status of Hygiene Factors

Table 6 summarizes the comparative evaluation of CoS and regular employees on the status of hygiene factors at BFAR 4A in terms of Organizational Culture, Organizational Support, Leadership Style, Work Environment, and Communication.

Table 6. Summarized comparative evaluation of CoS and regular employees on the status of hygiene factors

Statement	Contract of Service employees			Regular employees		
	Mean	SD	Remarks	Mean	SD	Remarks
Organizational Culture	4.19	0.87	High	4.10	0.77	High
Organizational Support	4.10	0.82	High	3.93	0.81	High
Leadership Style	4.07	0.81	High	4.10	0.81	High
Work Environment	4.11	0.76	High	3.85	0.73	High
Communication	4.08	0.76	High	3.85	0.80	High
Grand Mean SD Verbal Interpretation	4.11 0.80 High			Grand Mean SD Verbal interpretation	3.97 0.79 High	

Results indicate that both groups rated all hygiene factors as **High**, with the CoS employees obtaining relatively higher mean scores in most categories. The mean score for Organizational Culture for CoS employees was 4.19 (SD = 0.87), a little higher than the 4.10 (SD = 0.77) for regular employees. This implies that CoS employees might feel more in line with the agency's principles and procedures.

The low mean score of 3.88 (s.d.= 0.91) was noted among CoS, while for the regular employees, the low mean score was 3.77 (s.d. = 0.83). These low mean scores were both noted in the statement, *The training programs offered are relevant to my job role*, according to both CoS and regular employees.

Table 7. Comparative evaluation of CoS and regular employees on the status of motivational factors training and professional development.

Statement	Contract of Service employees			Regular employees		
	Mean	SD	Remarks	Mean	SD	Remarks
1. The organization provides adequate training and development opportunities for employees.	3.95	0.81	High	3.84	0.77	High
2. I can access resources that help me improve my skills and competencies.	4.0	0.84	High	3.81	0.79	High
3. I receive performance feedback that helps me grow professionally.	4.07	0.86	High	4.14	0.85	High
4. The training programs offered are relevant to my job role.	3.88	0.91	High	3.77	0.83	High
5. Opportunities for career advancement are available based on my performance and skills.	4.14	0.77	High	4.04	0.71	High
Weighted Mean SD Verbal Interpretation	4.01 0.84 High			Weighted Mean SD Verbal interpretation	3.92 0.79 High	

3.3.2. Employee Motivation

Table 8 shows the perceptions of Contract of Service (CoS) employees and regular employees regarding various motivational factors in terms of employee motivation.

As reflected in Table 8, the derived mean scores for the ratings of all statements on employee motivation by both the CoS and regular employees were all interpreted as **High**. The mean scores for CoS employees ranged from 3.86 to 4.14. On the other hand, the mean scores of regular employees ranged from 3.61 to 4.11.

Table 8. Comparative evaluation of CoS and regular employees on the status of motivational factors in terms of employee motivation.

<i>Statement</i>	<i>Contract of Service employees</i>			<i>Regular employees</i>		
	<i>Mean</i>	<i>SD</i>	<i>Remarks</i>	<i>Mean</i>	<i>SD</i>	<i>Remarks</i>
<i>1. I feel motivated to perform my job well.</i>	3.86	0.97	High	3.61	0.92	High
<i>2. Recognition and rewards for good performance are frequent</i>	4.12	0.76	High	3.89	0.75	High
<i>3. My work is aligned with my personal career goals and aspirations.</i>	3.91	0.87	High	3.86	0.80	High
<i>4. I believe that the organization values my efforts.</i>	4.02	0.96	High	4.05	0.78	High
<i>5. I am satisfied with the incentives provided for achieving performance goals.</i>	4.14	0.71	High	4.11	0.81	High
Weighted Mean SD Verbal Interpretation	4.01 0.85 High			Weighted Mean SD Verbal interpretation	3.90 0.81 High	

The highest mean score of 4.14 (s.d.=0.71) was noted among the CoS, while for the regular employees, the highest mean score was 4.11 (s.d.=0.81). These high mean scores were both noted in the statement: I am satisfied with the incentives provided for achieving performance goals, according to both the CoS and regular employees.

Among the CoS employees, the lowest mean score was 3.86 (sd = 0.97), for the regular employees, the lowest score was 3.61 (s.d. = 0.92). These low scores were observed for both statements, *I feel motivated to perform my job well*.

Thus, based on the computed weighted mean scores of the ratings, the status of the motivational factors in terms of employee motivation at BFAR 4A is **high**, as seen from the weighted mean of 4.01, s.d. = 0.85 for CoS employees and 3.90, s.d. = 0.81 for the regular employees.

While both groups believe that their jobs align with their careers, regular employees may benefit from further discussions about their career paths to boost their motivation even more.

3.3.3. Life Balance

In terms of work-life balance, Table 9 shows the comparative means of evaluating CoS and regular employees on the five statements on work-life balance.

Table 9 shows the derived mean scores for the ratings of all statements on work-life balance by both the CoS and regular employees. All statements were interpreted as **High**. The mean scores for CoS employees ranged from 3.88 to 4.16. On the other hand, the mean scores of regular employees ranged from 3.86 to 4.02.

Among the CoS employees, the lowest mean score of 3.88 (sd = .0.82) was obtained for the statement, *The organization supports a healthy work-life balance for its employees*. For the regular employees, the lowest mean score was 3.86. This low mean score was noted in the statements *that I can manage my work responsibilities alongside my personal life* (s.d.=0.80) and *the organization respects employees' time and commitments* (s.d.=0.73).

Table 9. Comparative evaluation of CoS and regular employees on the status of motivational factors in terms of work-life balance.

Statement	Contract of Service employees			Regular employees		
	Mean	SD	Remarks	Mean	SD	Remarks
1. I feel that I can manage my work responsibilities alongside my personal life.	3.91	0.87	High	3.86	0.80	High
2. The organization supports a healthy work-life balance for its employees.	3.88	0.82	High	3.89	0.75	High
3. I am able to take time off when needed without negative consequences.	4.12	0.85	High	3.98	0.82	High
4. My workload is manageable and allows for personal time.	4.16	0.75	High	4.02	0.73	High
5. The organization respects employees' personal time and commitments.	4.12	0.66	High	3.86	0.73	High
Weighted Mean SD Verbal Interpretation	4.01 0.79 High			Weighted Mean SD Verbal interpretation	3.92 0.77 High	

The highest mean score of 4.16 (s.d.=0.66) was noted among the CoS, while for the regular employees, the highest mean score was 4.02 (s.d.=0.73). These high mean scores were both noted in the statement, *"My workload is manageable and allows for personal time"* according to both the Cos and regular

employees.

Based on the computed weighted mean scores of the ratings, the status of the motivational factors in terms of work-life balance at BFAR 4A is **high**, as seen from the weighted mean of 4.01, s.d.=0.79 for CoS employees and 3.92, s.d.=0.77 for the regular employees.

CoS personnel show a higher weighted mean, indicating a more favorable view of their work-life balance status than regular employees. Overall, the results indicate that while both groups are generally satisfied with their work-life balance, CoS employees express more confidence and appreciation for their organization's support.

3.3.4. Summarized Status of Motivational Factors

Table 10 provides a summarized comparison of CoS and regular employees regarding the motivational factors at BFAR 4A, specifically in Training and Professional Development, Employee Motivation, and Work Life Balance.

Table 10. Summarized comparative evaluation of CoS and regular employees on the status of motivational factors

<i>Statement</i>	<i>Contract of Service employees</i>			<i>Regular employees</i>		
	<i>Mean</i>	<i>SD</i>	<i>Remarks</i>	<i>Mean</i>	<i>SD</i>	<i>Remarks</i>
<i>Training and Professional Development</i>	4.01	0.84	High	3.92	0.39	High
<i>Employee motivation</i>	4.01	0.86	High	3.90	0.81	High
<i>Work-life balance</i>	4.01	0.79	High	3.92	0.77	High
Grand Mean SD Verbal Interpretation	4.01 0.83 High			Weighted Mean SD Verbal interpretation	3.91 0.66 High	

In all categories of motivational factors, CoS employees rated their experiences highly, with a mean score of 4.01 and a standard deviation of 0.84 for Training and Professional Development, 0.86 for employee motivation, and 0.79 for work-life balance. These findings indicate a strong sense of satisfaction with the opportunities available to them, demonstrating a consistent perception of strong motivation levels and a good work-life balance.

In contrast, regular employees had slightly lower mean ratings across all variables, with Training and Professional Development at 3.92 (SD = 0.39), Employee Motivation at 3.90 (SD = 0.81), and Work-Life Balance at 3.92 (SD = 0.77).

Overall, both groups expressed a high level of satisfaction with motivational factors, but CoS employees had a more positive outlook as a whole, indicating a possibly more engaged and content workforce in the CoS category.

BFAR 4A provides adequate training and development opportunities, as well as appropriate feedback and an emphasis on assisting people in advancing their careers. BFAR 4A employees perceived the organizational environment as supportive for skill development and career advancement. However, there remains an opportunity to further customize training programs to align more closely with specific job roles,

suggesting room for refinement while acknowledging the existing system's overall effectiveness.

The body of research backs up these conclusions, highlighting the vital importance of training and professional growth in boosting employee satisfaction and productivity. Noe (2017) highlights that valuable training experiences and positive feedback are essential for employee advancement, which fits well with the present survey results that stress the significance of feedback and access to resources for professional development. Likewise, organized training programs and career progression initiatives are crucial motivators of heightened employee satisfaction (Armstrong, 2019), reinforcing the strong scores noted in this research regarding training options and career development.

Furthermore, Dessler (2018) stresses the importance of ensuring that training material is pertinent to employees' job responsibilities to enhance the efficacy of training initiatives. This insight aligns with the survey results, indicating that although the relevance of training is perceived as satisfactory, there exists room for improvement. Additionally, Becker and Huselid (2016) illustrate the critical nature of ongoing professional growth and strategic performance management in promoting high performance in organizations, which is mirrored in the favorable reviews related to performance feedback and career advancement noted in the survey.

3.4. Level of Work Performance

3.4.1. Productivity

The comparative evaluation of CoS and regular employees regarding work performance, particularly productivity, is detailed in Table 11 below.

As reflected in Table 11, the statement *I prioritize my workload effectively to maximize my output* garnered the highest mean among CoS and regular employees with the highest mean 4.35 (SD.=0.69) and 4.27 (SD=0.75) respectively. The lowest mean for regular employees was 4.11 (SD.=0.78) for the statement, *I find ways to improve my productivity in my daily tasks*, while for the CoS, the lowest mean was 4.21 (0.71) for the statement *I track my work performance to identify areas for improvement*.

Table 11. Comparative evaluation of CoS and regular employees on the level of work performance in terms of productivity

Statement	Contract of Service employees			Regular employees		
	Mean	SD	Remarks	Mean	SD	Remarks
1. I meet or exceed my productivity goals.	4.30	0.71	High	4.14	0.76	High
2. I find ways to improve my productivity in my daily tasks.	4.23	0.72	High	4.11	0.78	High
3. I am able to handle multiple tasks efficiently throughout the day.	4.30	0.67	High	4.14	0.79	High
4. I prioritize my workload effectively to maximize my output.	4.35	0.69	High	4.27	0.75	High
5. I track my work performance to identify areas for improvement.	4.21	0.71	High	4.18	0.72	High
Weighted Mean SD Verbal Interpretation	4.28 0.7 High			Weighted Mean SD Verbal interpretation	4.17 0.76 High	

Based on the computed weighted mean scores of the ratings, the work performance in terms of productivity at BFAR 4A is **high**, as seen from the weighted mean of 4.28, s.d.=0.7 for CoS employees, and 4.17, s.d.=0.76 for the regular employees.

While both groups are effective, CoS personnel seem to be utilizing their jobs more effectively on average in terms of productivity, as evidenced by the somewhat lower means of regular employees, who were still within the "high" range. This analysis shows that CoS personnel have a little but significant advantage in performance parameters related to productivity.

3.4.2. Quality of Work

Table 12 shows the comparative evaluation of CoS and regular employees' work performance in terms of quality of work.

Table 12. Comparative evaluation of CoS and regular employees on the level of work performance in terms of quality of work.

<i>Statement</i>	<i>Contract of Service employees</i>			<i>Regular employees</i>		
	<i>Mean</i>	<i>SD</i>	<i>Remarks</i>	<i>Mean</i>	<i>SD</i>	<i>Remarks</i>
<i>1. I accomplish my assigned tasks with the required quality standards.</i>	4.30	0.64	High	4.18	0.81	High
<i>2. I complete my work accurately and thoroughly, ensuring no details are overlooked.</i>	4.14	0.71	High	4.11	0.75	High
<i>3. I meet project deadlines while maintaining a high level of work effectiveness.</i>	4.12	0.70	High	4.16	0.77	High
<i>4. I can be relied upon to deliver my work on time without compromising quality.</i>	4.14	0.74	High	4.16	0.71	High
<i>5. My productivity level enables me to complete tasks efficiently while achieving expected quality.</i>	4.23	0.65	High	4.11	0.65	High
Weighted Mean SD Verbal Interpretation	4.19 0.69 High			Weighted Mean SD Verbal interpretation		
				4.14 0.74 High		

As reflected in Table 12, the derived mean scores for the ratings of all statements on organizational support by both the CoS and regular employees were all interpreted as **High**. The mean scores for CoS employees ranged from 4.12 to 4.30. On the other hand, the mean scores of regular employees ranged from 4.11 to 4.18.

The highest mean score of 4.30 (s.d.=0.64) was noted among the CoS, while for the regular employees, the highest mean score was 4.18 (s.d.=0.81). These high mean scores were both noted in the

statement *I accomplish my assigned tasks with the required quality standards.*

Among the CoS employees, the lowest mean score of 4.12 (sd = 0.70) was noted for the statement *I meet project deadlines while maintaining a high level of work effectiveness.* For the regular employees, the lowest score was 4.11 for the statements 1, “*I complete my work accurately and thoroughly, ensuring no details are overlooked*” (s.d.=0.75) and statement 2, “*My productivity level enables me to complete tasks efficiently while achieving expected quality*” (s.d.=0.65).

Thus, based on the computed weighted mean scores of the ratings, the work performance in terms of quality of work at BFAR 4A is **high**, as seen from the weighted mean of 4.19, s.d.=0.69 for CoS employees and 4.14, s.d.=0.74 for the regular employees.

The standard deviation is a way to show how much people's answers varied. lower number means that most people gave similar responses. In this case, both groups of employees—those on contracts and regular employees—gave answers that were quite similar, which suggests that both groups are consistently doing a good job with their work quality. However, the contract workers scored a little higher on most aspects of quality, which could mean they have an advantage in doing high-quality work while also being productive. In summary, both types of employees are dedicated to delivering quality work, but the contract employees seem to feel they do this better than the regular employees. This might be because they have received extra training or support to help them focus on maintaining quality in their work.

3.4.3. Timeliness

The comparative evaluation of CoS and regular employees on the level of work performance in terms of timeliness is shown in Table 13.

Table 13. Comparative evaluation of CoS and regular employees on the level of work performance in terms of timeliness.

<i>Statement</i>	<i>Contract of Service employees</i>			<i>Regular employees</i>		
	<i>Mean</i>	<i>SD</i>	<i>Remarks</i>	<i>Mean</i>	<i>SD</i>	<i>Remarks</i>
<i>1. I complete my tasks within the deadline set by my supervisors.</i>	4.21	0.67	High	4.27	0.78	High
<i>2. I effectively prioritize tasks to ensure the timely completion of projects.</i>	4.16	0.72	High	4.20	0.85	High
<i>3. I maintain a good balance between quick turnaround times and the quality of my work.</i>	4.23	0.72	High	4.20	0.70	High
<i>4. I assess and adjust my workload to meet deadlines without sacrificing quality.</i>	4.19	0.70	High	4.23	0.68	High
<i>5. I feel confident in my ability to manage my time effectively to meet both quality and deadline expectations.</i>	4.26	0.62	High	4.14	0.73	High
Weighted Mean SD Verbal Interpretation	4.21 0.69 High			Weighted Mean SD Verbal interpretation	4.21 0.75 High	

As reflected in Table 13, the derived mean scores for the ratings of all statements on the work performance in terms of timeliness by both the CoS and regular employees were all interpreted as **High**. The mean scores for CoS employees ranged from 4.16 to 4.26. On the other hand, the mean scores of regular employees ranged from 4.14 to 4.27.

The highest mean score of 4.26 (s.d.=0.62) was noted among the CoS for the statement, *I feel confident in my ability to manage my time effectively to meet both quality and deadline expectations*. For the regular employees, the highest mean score was 4.27 (s.d.=0.78) for the statement, *I complete my tasks within the deadline set by my supervisors*.

Among the CoS employees, the lowest mean score of 4.16 (s.d. = 0.72) was obtained for the statement, *I effectively prioritize tasks to ensure timely completion of projects*. For the regular employees, the lowest mean score of 4.14 (s.d.=0.73) was found in the statement, *I feel confident in my ability to manage my time effectively to meet both quality and deadline expectations*.

Thus, based on the computed weighted mean scores, a **high** work performance in terms of timeliness was claimed by both the CoS and regular employees at BFAR 4A as seen from the weighted mean of 4.21, s.d.=0.69 for CoS employees and 4.21, s.d.=0.75 for the regular employees.

Both types of employees perform well in terms of timeliness. This analysis shows that regular employees have a slight advantage in certain areas while CoS employees are particularly strong in confidence and adaptability, resulting in a deeper awareness of their respective work performance dynamics.

3.4.4. Efficiency

The comparative evaluation of CoS and regular employees on the level of work performance in terms of efficiency is shown in Table 14.

Table 14. Comparative evaluation of CoS and regular employees on the level of work performance in terms of efficiency.

Statement	Contract of Service employees			Regular employees		
	Mean	SD	Remarks	Mean	SD	Remarks
1. I use available resources wisely to achieve my work objectives.	4.33	0.68	High	4.27	0.79	High
2. I find ways to complete my work with minimal wasted effort.	4.14	0.68	High	4.30	0.70	High
3. I evaluate my processes to identify areas for greater efficiency.	4.07	0.77	High	4.27	0.66	High
4. I adapt quickly to changes that affect my work efficiency.	4.14	0.68	High	4.27	0.69	High
5. I utilize technology effectively to streamline my work processes.	4.12	0.73	High	4.27	0.69	High
Weighted Mean SD Verbal Interpretation	4.16 0.71 High			Weighted Mean SD Verbal interpretation	4.28 0.71 High	

The derived mean scores for ratings in all statements on work performance in terms of efficiency by both the CoS and regular employees were all interpreted as **High**, as revealed in Table 14.

The mean scores for CoS employees ranged from 4.07 to 4.33. On the other hand, the mean scores of regular employees ranged from 4.27 to 4.30.

The highest mean score of 4.33 (s.d.=0.68) was noted among the CoS for the statement, *I use available resources wisely to achieve my work objectives*. For the regular employees, the highest mean score was 4.30 (s.d.=0.70) for statement 2, *I find ways to complete my work with minimal wasted effort*.

Among the CoS employees, the lowest mean score of 4.07 (s.d. = 0.77) was noted for the statement, *I evaluate my processes to identify areas for greater efficiency*.

For the regular employees, the lowest mean score of 4.27 was noted in all the remaining statements 1, 3, 4 and 5: *"I use available resources wisely to achieve my work objectives (s.d.=0.79), I evaluate my processes to identify areas for greater efficiency (s.d.=0.66), I adapt quickly to changes that affect my work efficiency (s.d.=0.69), and I utilize technology effectively to streamline my work processes (s.d.=0.69).*

3.4.5. Accountability

Table 15 shows the comparative means for evaluating CoS and regular employees regarding the five statements on the level of work performance regarding accountability.

Table 15. Comparative evaluation of CoS and regular employees on the level of work performance terms of accountability.

Statement	Contract of Service employees			Regular employees		
	Mean	SD	Remarks	Mean	SD	Remarks
1. I take responsibility for the outcomes of my work.	4.37	0.69	High	4.39	0.75	High
2. I am proactive in managing and safeguarding any property under my control or supervision	4.33	0.71	High	4.27	0.76	High
3. When mistakes occur in my work, I acknowledge them and seek to rectify the situation without blaming others.	4.37	0.61	High	4.25	0.75	High
4. I ensure that I communicate effectively with my team about any challenges or issues related to my responsibilities.	4.35	0.64	High	4.30	0.73	High
5. I follow through on my commitments and complete tasks assigned to me promptly	4.35	0.71	High	4.32	0.74	High
Weighted Mean SD Verbal Interpretation	4.40 0.67 High			Weighted Mean SD Verbal interpretation	4.31 0.75 High	

In Table 15, the derived mean scores for the ratings on all statements on work performance in terms of accountability by both the CoS and regular employees were all interpreted as **High**. The mean scores for CoS employees ranged from 4.33 to 4.37, while the mean scores of regular employees ranged from 4.25 to 4.39.

The highest mean score of 4.37 was noted among the CoS for statement 1, *I take responsibility for the outcomes of my work* (s.d. = 0.69), and statement 3, *When mistakes occur in my work, I acknowledge them and seek to rectify the situation without placing blame on others* (SD.=0.61). For the regular employees, the highest mean score was 4.39 (s.d. = 0.75) for the statement, *I take responsibility for the outcomes of my work*.

Among the CoS employees, the lowest mean score of 4.33 (s.d. = 0.71) was obtained for the statement, *"I am proactive in managing and safeguarding any property under my control or supervision."*

For the regular employees, the lowest mean score of 4.25 (s.d. = 0.75) was found in the statement, “When mistakes occur in my work, I acknowledge them and seek to rectify the situation without placing blame on others.”

3.4.6. Summarized Level of Work Performance

Table 16 presents a summarized comparative evaluation of CoS and regular employees' work performance at BFAR 4A in terms of productivity, quality of work, timeliness, efficiency, and accountability. This table shows how effective each group is in the different areas.

Table 16. Summarized comparative evaluation of CoS and regular employees on the level of work performance

Statement	Contract of Service employees			Regular employees		
	Mean	SD	Remarks	Mean	SD	Remarks
Productivity	4.28	0.70	High	4.17	0.76	High
Quality of Work	4.19	0.69	High	4.14	0.74	High
Timeliness	4.21	0.69	High	4.21	0.75	High
Efficiency	4.16	0.71	High	4.28	0.71	High
Accountability	4.40	0.67	High	4.31	0.75	High
Grand Mean SD Verbal Interpretation	4.26 0.69 High			Weighted Mean SD Verbal interpretation	4.22 0.74 High	

The results indicate that CoS and regular employees rated work performance as **High**. According to the results, CoS employees scored slightly higher than regular employees in productivity (4.28 vs 4.17), quality of work (4.19 vs 4.14), and accountability (4.40 vs 4.31). Both groups had the same score for timeliness, 4.21, showing they can meet deadlines equally well. However, regular employees had a slight advantage in efficiency, with a score of 4.28 compared to CoS employees' 4.16.

3.5. Level of Job Satisfaction

The comparative evaluation of CoS and regular employees in terms of job satisfaction is shown in Table 17.

As reflected in Table 17, the derived mean scores for the ratings of all statements on the level of job satisfaction by both the CoS and regular employees were all interpreted as **High**. The mean scores for CoS employees ranged from 4.05 to 4.21, while the mean scores of regular employees ranged from 3.86 to 4.18.

The highest mean score of 4.21 (s.d.=0.63) was noted among the CoS, while for the regular employees, the highest mean score was 4.18 (s.d.=0.75). These high mean scores were noted in the statement *The work I do is fulfilling and meaningful to me* (Table 17).

Among the CoS employees, the lowest mean score of 4.05 (s.d. = 0.81) was obtained for the statement, *I am satisfied with my current job position*. For the regular employees, the lowest mean score of 3.86 was revealed for statements 4 and 5, *My job provides me with a sense of purpose* (s.d.=0.79) and *I would recommend working for this organization to others* (s.d.=0.81).

Table 17. Comparative evaluation of CoS and regular employees in terms of job satisfaction

Statement	Contract of Service employees			Regular employees		
	Mean	SD	Remarks	Mean	SD	Remarks
1. I am satisfied with my current job position	4.05	0.81	High	4.09	0.82	High
2. The work I do is fulfilling and meaningful to me.	4.21	0.63	High	4.18	0.75	High
3. I feel respected by my colleagues and superiors.	4.12	0.75	High	4.14	0.81	High
4. My job provides me with a sense of purpose.	4.12	0.78	High	3.86	0.79	High
5. I would recommend working for this organization to others	4.09	0.77	High	3.86	0.81	High
Weighted Mean SD Verbal Interpretation	4.12 0.75 High			Weighted Mean SD Verbal interpretation	4.03 0.80 High	

3.6. Test of the Relationship between Respondents' Profiles and Work Performance and Job Satisfaction

3.6.1. Respondents' Profile and Work Performance

Table 18. Test of relationships between respondents' profiles and work performance

Profile Characteristics	Work Performance									
	Productivity		Quality of work		Timeliness		Efficiency		Accountability	
	<i>r</i>	<i>p-value</i>	<i>r</i>	<i>p-value</i>	<i>r</i>	<i>p-value</i>	<i>r</i>	<i>p-value</i>	<i>r</i>	<i>p-value</i>
Age	-0.07	.502	-0.08	.461	-0.05	.65	-0.14	.196	-0.121	.264
Sex	0.03	.783	0.06	.581	0.06	.58	0.03	.783	0.04	.713
Educational attainment	0.15	.166	0.15	.166	0.20	.063	0.29	.006*	0.16	.139
Position	0.13	.230	0.13	.230	0.091	.402	0.054	.619	0.07	.519
Years of service	-0.02	.854	-0.01	.927	0.001	.993	-0.002	.985	-0.04	.713
Employment Status	0.09	.407	0.03	.783	0.000	1	-0.094	.386	0.038	.727

* significant at $p \leq .05$, $d.f=85$

As shown in Table 18, age was negatively correlated with all the work performance factors of productivity, quality of work, timeliness, efficiency and accountability.

No correlation was found between work performance and respondents' sex, years of service, or employment status or between position and timeliness, efficiency, or accountability. However, a weak correlation exists between productivity and the quality of work.

As for educational attainment, weak correlations were found. However, when subjected to the two-tailed test, at $p \leq 0.05$, the weak correlation of 0.29 between education and efficiency was found significant ($p\text{-value}=0.006$).

Thus, all obtained correlations were insignificant, given the results on the derived $p\text{-values}$, except

for educational attainment and efficiency. Therefore, the hypothesis that *no significant relationship exists between CoS and permanent employees' profile and work performance* was accepted, except for educational attainment and efficiency, where a significant relationship was found.

3.6.2. Respondents' Profile and Job Satisfaction

Table 19. Test of relationships between respondents' profile and job satisfaction

Profile Characteristics	Job Satisfaction	
	<i>r</i>	<i>p-value</i>
Age	0.02	.854
Sex	-0.008	.941
Educational attainment	0.155	.152
Position	0.101	.352
Years of service	0.088	.418
Employment Status	0.066	.544

As shown in Table 19, except for respondents' educational attainment and position, where a weak correlation exists with job satisfaction, the remaining profile characteristics (age, sex, years of service and employment status) did not correlate. Furthermore, at $p \leq 0.05$, all the derived *p*-values using the *t*-test were insignificant. Hence, the hypothesis that *no significant relationship exists between respondents' profile and job satisfaction* was accepted.

3.7. Test of Significant Effect on Work Performance and Job Satisfaction and Hygiene Factors

The study examined whether hygiene factors (organizational culture, organizational support, leadership style, work environment, and communication) significantly affect work performance factors (productivity, quality of work, timeliness, efficiency and quality of work) and job satisfaction.

Table 20 presents the correlation table and the application of the 2-tailed test for significance, while Tables 21 and 22 show the regression test results.

Work environment significantly impacts how employees feel and perform, as evidenced by the fact that work environment is the single strongest correlate of overall performance ($r = .878$) and satisfaction ($r = .673$). The next most closely related factor is leadership style, which strongly correlates with performance ($r = .811$) and satisfaction ($r = .626$). This suggests that the quality of supervision, guidance, and feedback directly impacts both productivity and morale. Communication and organizational support also strongly correlate with overall performance, each surpassing a *r* value of .60. This emphasizes how crucial resource availability and efficient information flow are to good hygiene. The correlations peak when these factors are combined into a composite "Overall Hygiene Factors" score ($r = .867$ with performance and $r = .686$ with satisfaction), indicating that these factors work together to reinforce one another and create a reinforcing environment that promotes positive outcomes. Employees' basic needs are met by hygiene factors, which allow them to concentrate on their work rather than their frustrations when working in a safe, equitable, and well-resourced environment. A positive work environment directly increases output and fosters a sense of worth and satisfaction among employees by lowering obstacles like noise, discomfort, or equipment

malfunctions.

It will be seen that all the values of r between hygiene factors and work performance obtained *strong to very strong positive correlations*. A similar finding was found between hygiene factors and job satisfaction. Overall, using the 2-tailed test, at $p \leq 0.01$, the hygiene factors at BFAR 4A were found to have a significant effect on employees' work performance and job satisfaction (Table 20).

Table 20. Test of the significant effect between hygiene factors and of work performance and job satisfaction

Hygiene Factors	Work Performance						Job Satisfaction
	Productivity	Quality of Work	Timeliness	Efficiency	Quality of Work	Overall Work Performance	
Organizational Culture	.684**	.577**	.574**	.516**	.586**	.649**	.736**
Organizational Support	.651**	.523**	.522**	.516**	.572**	.615**	.799**
Leadership Style	.664**	.563**	.517**	.540**	.548**	.626**	.811**
Work Environment	.696**	.584**	.608**	.551**	.608**	.673**	.878**
Communication	.625**	.538**	.609**	.485**	.535**	.617**	.795**
Overall Hygiene Factors	.716**	.600**	.610**	.562**	.613**	.686**	.867**

** . Correlation is significant at the 0.01 level (2-tailed).

A regression analysis was performed to test which hygiene factors, single or in combination, really affect the work performance of BFAR 4A employees. Table 21 presents the results for hygiene factors and work performance.

As will be seen in the regression test results table (Table 21), no single factor or combination of factors has been shown to affect work performance. What is notable, though, is the totality of the hygiene factors, wherein their overall entity affects work performance ($p=0.000$).

The study also tested which single or combined hygiene factors affect job satisfaction. Applying the 2-tailed test, at $p \leq 0.01$, the very strong correlation ($r=.878$) between hygiene factors and work environment was found significant ($p=0.000$). Furthermore, the very strong correlation ($r=.811$) between hygiene factors and leadership style was also found significant ($p=.002$) at $p \leq 0.01$.

When adequate facilities, clear policies, managerial support, and open communication are in place, employees spend less time fighting fires and more time performing their jobs effectively.

Given the results in Table 21, the hypothesis stating "*There is no significant effect on work performance and job satisfaction and hygiene factors at BFAR 4A*" is accepted for work performance, but rejected for job satisfaction, specifically for work environment and leadership style. Thus, the hygiene factors of the work environment and leadership style significantly affect the level of job satisfaction at BFAR 4A.

Table 21. Regression table for the significant effect of hygiene factors on work performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.686 ^a	.470	.464	.42783		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.798	1	13.798	75.383	.000 ^b
	Residual	15.558	85	.183		
	Total	29.356	86			
Coefficients ^a						
	Unstandardized Coefficients		Standardized Coefficients			
Model	B	Std. Error	Beta	t		Sig.
2 (Constant)	1.704	.294		5.787		.000
Overall Hygiene Factors	.623	.072	.686	8.682		.000

Table 22. Regression table for significant effect of hygiene factors on job satisfaction.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
2	.891 ^b	.795	.790	.3112		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	31.463	2	15.732	162.441	.000 ^c
	Residual	8.135	84	.097		
	Total	39.598	86			
Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
2	(Constant)	.241	.215		1.119	.266
	Work environment	.685	.092	.652	7.460	.000
	Leadership Style	.263	.084	.274	3.142	.002

3.8. Test of Significant Effect on Work Performance, Job Satisfaction, and Motivational Factors

The study tested the hypothesis that “There is no significant effect on work performance, job satisfaction and motivational factors at BFAR 4A.” The results are shown in Tables 23 to 25.

Table 23. Test of the significant effect of motivational factors and of work performance and job satisfaction

Motivation Factors	Work Performance						Job Satisfaction
	Productivity	Quality of Work	Timeliness	Efficiency	Quality of Work	Overall Work Performance	
Training and Professional Development	.599**	.474**	.482**	.506**	.539**	.574**	.841**
Employee Motivation	.608**	.465**	.467**	.497**	.513**	.564**	.821**
Work Life Balance	.660**	.555**	.598**	.520**	.585**	.645**	.854**
Overall Motivational Factors	.651**	.521**	.539**	.531**	.571**	.621**	.878**

Table 23 presents the correlation table and the application of the 2-tailed test for significance, while Tables 24 and 25 show the regression test results.

The values of r between motivational factors and work performance obtained moderate to strong positive correlations. However, the values for motivational factors and job satisfaction revealed values interpreted as *very strong positive correlations* (Table 23).

Overall, using the 2-tailed test, at $p \leq 0.01$, the motivational factors at BFAR 4A were found to have a significant effect on employees' work performance and job satisfaction (Table 23). Therefore, when training, recognition, and work-life balance are improved, employees' performance and job satisfaction significantly improve after basic hygiene needs are met.

A regression analysis was performed to test which motivational factors, single or in combination, really affect the work performance of BFAR 4A employees. Table 24 presents the results for motivational factors and work performance.

As will be seen in the regression test table of results (Table 24), the 2-tailed test for motivational factor of work-life balance affects work performance ($p=0.000$) at $p \leq 0.01$.

The strongest relationships between work-life balance and performance metrics ($r = .854$ overall, $r = .660$ for productivity) suggest that employees perform at their best when their personal and professional lives are balanced.

Strong correlations are also seen between employee motivation ($r = .821$) and training and professional development ($r = .841$ with overall performance), indicating that personal motivation and skill development drive output and satisfaction.

The overall motivational score shows the strongest relationships between performance and job satisfaction. Specifically, it highly correlates with performance ($r = .878$) and job satisfaction ($r = .621$). This demonstrates how multiple motivating factors can significantly impact employees' performance and job satisfaction.

The study also tested which motivational factors, single or combined, really affect job satisfaction. Applying the 2-tailed test, at $p \leq 0.01$, the overall very strong correlation ($r = .878$) between motivational factors and job satisfaction was found significant ($p = 0.000$). Furthermore, the very strong correlation

($r=.841$) between training and professional development and job satisfaction was also found significant ($p=.039$) at $p \leq 0.01$, as shown in Table 25.

Therefore, when employees feel that their personal and professional responsibilities are balanced, they are less stressed, more focused, and better able to sustain effort. This directly improves productivity, quality, timeliness, and efficiency.

Work-life balance maintains institutional knowledge and the motivation to perform above and beyond expectations by reducing burnout and turnover intentions.

Table 24. Regression table for significant effect of motivational factors on work performance

Model Summary						
R		R Square	Adjusted R Square	Std. Error of the Estimate		
.645 ^a		.416	.409	.44916		
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.207	1	12.207	60.509	.000 ^b
	Residual	17.148	85	.202		
	Total	29.356	86			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2 (Constant)		2.008	.289		6.938	.000
Work-Life Balance		.558	.072	.645	7.779	.000

Table 25. Regression table for significant effect of motivational factors on job satisfaction.

Model Summary							
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate		
2		.884 ^b	.782	.777	.3203		
ANOVA ^a							
Model		Sum of Squares	Df	Mean Square	F	Sig.	
2	Regression	30.979	2	15.489	150.946	.000 ^c	
	Residual	8.620	84	.103			
	Total	39.598	86				
Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
2	(Constant)	.502	.209		2.405	.018	
	Overall Motivation Factors	1.301	.201		1.278	6.465	.000
	Training and professional development	-.403	.192		-.414	-2.094	.039

Given the above results, the hypothesis stating “*There is no significant effect on work performance, job satisfaction and motivational factors at BFAR 4A*” was rejected. More specifically, work-life balance significantly affects the level of work performance, while training and professional development significantly affect the level of job satisfaction.

4. Summary of Findings, Conclusion, Recommendations

This chapter summarizes the study's findings related to the statement of the problems. Conclusions were established based on these findings, which informed the recommendations.

4.1. Summary of Findings

The study examined the factors determining workers' work performance and job satisfaction at BFAR4A based on Herzberg's 2-factor theory, also known as the hygiene-motivational factor theory. From the perspective of Contract of Service (CoS) and regular employees, hygiene and motivational factors at BFAR 4A were assessed, along with the levels of work performance and job satisfaction. The research further investigated whether the work performance and job satisfaction of BFAR 4A employees are significantly related to or influenced by respondents' profiles, hygiene factors, and motivational factors.

Given the time constraints for collecting data, a quantitative research design was employed to facilitate data collection from BFAR 4A employees that would determine the factors affecting job satisfaction and work performance. A survey questionnaire, which underwent validation, was used to collect data. Statements were constructed for the different variables being probed, which were rated by the respondents using a 5-point Likert Scale. The Pearson's correlation coefficient (r) analysis was used to determine the relationships between variables. Additionally, multiple regression analysis was used to evaluate the predictive power of independent variables (hygiene and motivational factors) on the dependent variables (work performance and job satisfaction).

Respondents for the study consisted of 43 CoS employees and 44 regular employees of BFAR 4A. The research was conducted from October 2024 to April 2025. The key findings of the study are the following:

- 1. General Profile of BFAR 4A Contract of Service (CoS) and regular employees regarding age, sex, educational attainment, position, and years of service.**
 - 1.1 In terms of age, of the 43 CoS employees, the majority (31 out of 43) were between 20 and 39 years old, while most regular employees (29 out of 44) were between 30 and 49 years old.
 - 1.2 Concerning sex, male CoS respondents (27 out of 43) outnumbered female respondents (16 out of 43), and male regular employees (23) outnumbered female employees (21).
 - 1.3 Regarding educational attainment, all 43 CoS employees and 36 44 regular employees were college graduates.
 - 1.4 Concerning position, most of the CoS (25 out of 43) and regular employees (29 out of 44) were technical staff.
 - 1.5 Regarding length of service with BFAR 4A, most of the CoS employees (28 out of 43) were with BFAR for 1 to 5 years, while the majority of the regular employees (21 out of 44) had more than 10 years of service.
- 2. Comparative evaluation of CoS and regular employees on the status of hygiene factors at BFAR 4A in terms of organizational culture, organizational support, leadership style, work environment, and communication**

- 2.1 The status of the hygiene factor in terms of organizational culture at BFAR 4A is **high**, (weighted mean=4.19, s.d.=0.87 for CoS; weighted mean=4.10, s.d.=0.77 for regular employees). For the CoS, *there is a clear understanding of the organization's values and mission among employees* (mean=4.33, s.d.=.71), while regular employees noted that *employees are encouraged to share their ideas and suggestions without fear of retribution* (mean=4.27, s.d.=.84), which got the lowest mean (4.12) for CoS employees.
- 2.2 The status of the hygiene factors in terms of organizational support at BFAR 4A is **high** (weighted mean of 4.10, s.d.=0.82 for CoS employees and 3.93, s.d.=0.81 for the regular employees). The lowest mean of 3.82 (s.d.=.76) was obtained for Statement 5 (*My organization's values and norms align with mine*) among regular employees.
- 2.3 The comparative weighted means for the hygiene factor on leadership style at BFAR 4A was 4.09, s.d.=0.81 for CoS, and 4.10, s.d.=0.81 for regular employees, and both are verbally interpreted **High**. Statement 2 (*Leadership in my organization encourages employee participation in decision-making*) obtained the highest mean for both CoS (4.23, s.d.=.78) and regular employees (4.25, s.d.=.81). The lowest mean of 3.82 (s.d.=.87) was obtained for Statement 5 (*I feel inspired by the leadership to perform my best*) and this was among regular employees.
- 2.4 The status of the hygiene factors in terms of work environment at BFAR 4A is **high** (weighted mean of 4.11, s.d.=0.76 for CoS employees and 3.85, s.d.=.73 for the regular employees). The statement *I feel safe and secure in my work environment* obtained the lowest mean scores for both CoS and regular employees: 4.04 (s.d.=0.87) for CoS, and 3.86 (s.d.= 0.77) for regular employees, although still verbally interpreted as high.
- 2.5 The computed weighted mean scores of the ratings of both CoS and regular employees on the hygiene factor of communication at BFAR 4A are High (weighted mean of 4.08, s.d.=0.76 for CoS employees and 3.85, s.d.=0.80 for the regular employees). Statement 1 (*Communication within the organization is effective and clear*) was the lowest rated statement in both CoS (mean = 4.02, s.d.=.77) and regular employees (mean = 3.76, s.d.=.79).
 The grand mean for the hygiene factors among CoS employees was 4.11 (s.d.=.80), while for regular employees, it was 3.97 (s.d.=.79), both verbally interpreted as **High**.

3. Comparative evaluation of CoS and regular employees on the status of motivational factors at BFAR 4A in terms of training and professional development, employee motivation, and work-life balance

- 3.1 The status of the motivational factors in terms of training and professional development is **High** (weighted mean of 4.01, s.d.=.084 for CoS employees, and 3.92, s.d. = 0.79 for the regular employees. The lowest mean score of CoS was 3.88 (s.d.= 0.91); for regular employees was 3.77 (s.d. = 0.83). Both the lowest mean scores were obtained for the statement, *The training programs offered are relevant to my job role*, according to both CoS and regular employees.
- 3.2 The status of the motivational factors in terms of employee motivation at BFAR 4A is **high** (weighted mean of 4.01, s.d. = 0.85 for CoS employees and 3.90, s.d. = 0.81 for the regular employees). The highest mean score for Cos was 4.14 (s.d.=0.71), while for the regular employees, it was 4.11 (s.d.=0.81). Both scores were noted in the statement, *I am satisfied with the incentives provided for achieving performance goals*.
- 3.3 The status of the hygiene factors in terms of work-life balance at BFAR 4A is **high**

(weighted mean of 4.01, s.d. = 0.79 for CoS employees and 3.92, s.d. = 0.77 for the regular employees. The highest mean score of CoS was 4.16 (s.d.=0.66), while for the regular employees, it was 4.02 (s.d.=0.73), both of which were noted in the statement, *"My workload is manageable and allows for personal time"*.

The grand mean for motivational factors among CoS was 4.01 (s.d.=.83), while among regular employees, it was 3.91 (s.d.=0.66).

4. Level of work performance among CoS and regular employees in terms of productivity, quality of work, timeliness, efficiency and accountability

4.1 The computed weighted mean scores for work performance in terms of productivity at BFAR 4A are **high** (4.28, s.d. = 0.7 for CoS employees, and 4.17, s.d. = 0.76 for the regular employees). The statement *that I prioritized my workload effectively to maximize my output* garnered the highest mean scores among CoS and regular employees (4.35, s.d.=0.69 and 4.27, s.d.=0.75, respectively).

4.2 The work performance in terms of quality of work at BFAR 4A is **high** (weighted mean of 4.19, s.d. = 0.69 for CoS employees and 4.14, s.d. = 0.74 for the regular employees). The highest mean score of CoS was 4.30 (s.d.=0.64), and for the regular employees, the highest mean score was 4.18 (s.d.=0.81), both for the statement *I accomplish my assigned tasks with the required quality standards*.

4.3 The weighted mean scores for work performance in terms of timeliness were 4.21, for both CoS (s.d. = 0.69) and regular employees (s.d. = 0.75). Both are verbally interpreted as **High**. For the CoS employees, the lowest mean score of 4.16 (s.d. = 0.72) was obtained for the statement, *I effectively prioritize tasks to ensure timely completion of projects*. For the regular employees, the lowest mean score of 4.14 (SD = 0.73) was found in the statement, *I feel confident in my ability to manage my time effectively to meet both quality and deadline expectations*.

4.4 Work performance in terms of efficiency was rated **high** (weighted mean of 4.28, SD = 0.71 for CoS employees and 4.28 (SD = 0.71) for regular employees).

4.5 In terms of accountability, a high weighted mean of 4.40 (s.d. = 0.67) and 4.31 (s.d. = 0.75), respectively, among CoS and regular employees was obtained. Both are verbally interpreted as **High**. The mean scores for CoS employees ranged from 4.33 to 4.37, while the mean scores of regular employees ranged from 4.25 to 4.39.

The grand mean scores of Cos for level of work performance were 4.26 (s.d.=0.69), while regular employees' grand mean scores were 4.22 (s.d.=0.74). Both are verbally interpreted as **High**.

5. Job satisfaction level among CoS and regular employees

5.1 The job satisfaction level among CoS employees was high, with a weighted mean of 4.12 (s.d. = 0.75). The lowest mean score of 4.05 (s.d. = 0.81) was obtained for the statement, *"I am satisfied with my current job position."*

5.2 The job satisfaction level of regular employees was also high, with a weighted mean of 4.03 (s.d. = 0.80). Their lowest mean score was 3.86 for statements 4 and 5: *My job provides me with a sense of purpose* (s.d.=0.79), and *I would recommend working for this organization to others* (s.d.=0.81).

6. Test of significant relationship between respondents' profile and work performance and job satisfaction

6.1 Regarding respondents' profile and work performance, the 2-tailed test at $p \leq 0.05$ revealed that the weak correlation of 0.29 between education and efficiency was found significant, with a p-value of 0.006. The remaining variables did not have significant relationship.

6.2 As for respondents' profile and job satisfaction, at $p \leq 0.05$, all the derived p-values using 2-tailed test were found not significant.

7. Test of significant effect on work performance and job satisfaction and hygiene factors at BFAR 4A

All the values of r between hygiene factors and work performance obtained a *strong to very strong positive correlations*. A similar finding was found between hygiene factors and job satisfaction. Overall, using the 2-tailed test, at $p \leq 0.01$, the hygiene factors at BFAR 4A were found to have a significant effect on employees' work performance and job satisfaction (all p-values were 0.00).

The regression analysis showed that no single factor or combination of factors has been shown to affect performance, but the overall entity of hygiene factors affected work performance ($p=0.000$).

Results of the regression analysis for hygiene factors and job satisfaction showed that, at $p \leq 0.01$, the very strong correlation ($r=.878$) between hygiene factors and work environment was found significant ($p=0.000$), and the very strong correlation ($r=.811$) between hygiene factors and leadership style was found significant ($p=.002$).

8. Test of significant effect on the work performance and job satisfaction and motivational factors at BFAR 4A

The values of r between motivational factors and work performance obtained a *moderate to strong positive correlations*, and the r values for motivational factors and job satisfaction revealed values that are interpreted as *very strong positive correlations*.

Overall, using the 2-tailed test, at $p \leq 0.01$, the motivational factors at BFAR 4A were found to have a significant effect on employees' work performance and job satisfaction ($p=0.00$).

The regression analysis showed that the motivational factor of work-life balance affects work performance ($p=.000$) at $p \leq 0.01$.

Applying the 2-tailed test, at $p \leq 0.01$, the overall very strong correlation ($r=.878$) between motivational factors and job satisfaction was found significant ($p=0.000$). Furthermore, the very strong correlation ($r=.841$) between training and professional development and job satisfaction was also found significant ($p=.039$) at $p \leq 0.01$.

4.2. Conclusions

Given the findings above, the following conclusions are drawn:

1. The total respondents' profiles revealed that they were young adults, males, ages 20 to 39, college graduates, and working as technical staff at BFAR 4A. In terms of length of service, CoS employees had been in the service for 1-5 years, while regular employees had been with BFAR for more than 10 years.
2. Both CoS and regular employees revealed a high overall perception of hygiene factors. However, based on the grand mean, although the regular employees' perception was classified

- as “high,” there was a slightly less positive view among regular employees than the CoS perceptions in terms of organizational support, work environment and communication.
3. Similarly, based on the grand mean, both CoS and regular employees had a high overall perception of motivational factors. However, across all variables (training and professional development, employee motivation, and work-life balance), regular employees had a slightly less positive view than the CoS employees.
 4. Comparatively, both CoS and regular employees viewed the work performance factors at BFAR 4A as high. CoS employees tended to do better in most areas, especially in accountability, productivity and quality of work, but regular employees are slightly more efficient. In terms of timeliness, both groups can meet deadlines equally well.
 5. As for job satisfaction, both CoS and regular employees’ perceptions revealed a **high** level. However, compared to the CoS employees, regular employees tended to have a slightly lower sense of purpose and a slightly less positive view of recommending the organization to others. Hence, these are areas to be examined in detail.
 6. Except for the relationship between educational attainment and efficiency, the study found no significant relationship between respondents’ profiles and work performance. Furthermore, no significant relationship was found with job satisfaction. Therefore, the null hypothesis, that *there is no significant relationship between CoS and permanent employees’ work performance and job satisfaction* was accepted
 7. The hypothesis stating “*There is no significant effect on work performance and job satisfaction and hygiene factors at BFAR 4A*” is accepted for work performance, but rejected for job satisfaction, specifically for work environment and leadership style. Thus, the hygiene factors of work environment and leadership style significantly affect the level of job satisfaction at BFAR 4A.
 8. The hypothesis stating “*There is no significant effect on work performance and job satisfaction and motivational factors at BFAR 4A*” was rejected. More specifically, work-life balance significantly affects level of work performance, while training and professional development significantly affects level of job satisfaction.

4.3. Recommendations

Given the conclusions of this study, BFAR 4A may consider:

1. Conducting regular feedback systems and idea-sharing platforms (such as regular meetings for both groups, specifically regular employees) to improve employee engagement and match personal values with agency objectives. This strategy can encourage an innovative and transparent culture, extract suggestions to improve organizational support, work environment, and communication.
2. Designing training modules for employees’ professional development, improved motivation, enhanced accountability, productivity, work quality, and for them to appreciate their sense of purpose to the organization.
3. Proactively establishing a strong linkage with the academe to obtain information on scholarships available to BFAR employees. Offering chances for professional growth and skill improvement will enable staff members to sustain and improve their performance and job satisfaction.
4. Prioritizing professional development opportunities and improving communication channels to preserve and strengthen the organization's favorable image.
5. Conducting regular employee surveys to gather actionable insights for improvement.

6. Keep lines of communication open and aggressively solicit employee input on their experiences to sustain the upward trend. Employee satisfaction may be further raised by expanding opportunities for professional growth and putting work-life balance programs in place.
7. Implementing additional recognition programs that would recognize individual and team accomplishments to improve and maintain this high level of performance.

Finally, since this study is quantitative in nature and responses are limited to rating the Likert statements, it is recommended that a similar study be conducted, adopting a mixed-method research design to obtain more substantial and in-depth results that can strengthen the findings of this study.

Acknowledgements

The researcher wishes to express her heartfelt gratitude to everyone who has supported her throughout the journey of her thesis:

First and foremost, the researcher wants to thank **God Almighty** for making everything possible.

She would like to thank her adviser, **DR. MARY JANE D. FUENTES**, for her invaluable guidance, encouragement, and expertise. Her insights and constructive feedback have significantly shaped this work, and she deeply appreciates her patience and understanding.

She is also grateful to the members of her panel of examiners: **Prof. Dr. EDEN C. CALLO**, **Dr. JOSE H. VARONA**, **Dr. ROZALLE H. PALACOL**, and **Mr. JAMES ANDREW T. ANTIOQUIA**, for their time, support, and important suggestions, which have enriched my research.

She would like to express her appreciation and gratitude to the BFAR 4A Management, headed by Regional **Director SAMMY A. MALVAS**, for granting her the opportunity to conduct this research. She is truly grateful for the resources and environment provided.

Special thanks are due to her supervisors, **MS. NENITA S. KAWIT**, **MS. EMILIANA C. CASBADILLO**, and **Ms. JULIET S. BUMANGLAG**, for their immense knowledge, wisdom, and unwavering support throughout this journey. Their insightful feedback and guidance have significantly shaped her research and enhanced her understanding of the subject matter.

She would also like to extend her gratitude to her colleagues who took the time to participate in her survey questionnaires. Their insights and contributions have provided essential data for this research, and she is genuinely grateful for their willingness to share their perceptions. Each response has enriched this study and helped the researcher gain a deeper understanding of the topic at hand. She is equally thankful to HR Melanie G. Briones for providing the researcher with crucial employee data for the study. Her support enabled the researcher to progress with the research, and she truly appreciates her assistance. She expresses gratitude to Ms. **MYRNA ALONTE** for her mentorship and guidance throughout this process. Her valuable feedback helped strengthen her arguments and significantly improved her thesis.

Finally, she owes a special debt of gratitude to her family for their unwavering love and support. Her parents, **MARIO AND FE RAMIREZ**, her sisters, **MARIFE OMNA R. PEÑAMANTE** and **MARY LOVELLE R. DELOS SANTOS**, and her brother, **MARZERI P. RAMIREZ**, have all been her greatest motivation; their belief in her abilities inspires her every day.

This thesis is not only a culmination of her work but also a reflection of the collaborative effort, encouragement, and support from many to whom she owes a debt of gratitude.

The Researcher

References

- Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2017). Herzberg's two-factor theory. *Life Science Journal*, 14(5), 12–16.
- Amante, A. (2018). The impact of fisheries management practices on employee performance in CALABARZON. *Journal of Fisheries and Aquatic Resource Management*, 14(2), 35–50.
- Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16*(3), 315–338.
- Aziri, B., 2011. Job satisfaction: a literature review, *Management Research And Practice*, 3(4), 77–86.
- Bai, Y., Li, Z., & Zhou, Y. (2017). The effect of training on employee performance: A systematic review. *International Journal of Training and Development*, 21(1), 38–54.
- Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *'Career Development International'*, 13(3), 209–223. <https://doi.org/10.1108/13620430810870476>
- Bakker, A. B., & Demerouti, E. (2018). Multiple levels in job demands-resources theory: Implications for employee well-being and performance. In E. Diener, S. Oishi, & L. Tay (Eds.), **Handbook of well-being**. DEF Publishers.
- Bass, B. M., & Avolio, B. J. (1994). Improving organizational effectiveness through transformational leadership. 'Thousand Oaks, CA: Sage Publications
- Bass, B.M., & Avolio, B.J. (1993). Transformational leadership: A response to critiques. In *Leadership theory and practice*. 2nd ed. Thousand Oaks, CA: Sage, pp. 49–80.
- Bass, B. M., & Avolio, B. J. (1993). 'Transformational Leadership: A Response to the Social, Political, and Economic Context of the 1990s'. In J. E. Rowe, & S. J. R. S. B. E. (Eds.), *Leadership in the 1990s: New Directions in Theory and Research*
- Bass, B. M., & Riggio, R. E. (2006). *Transformational Leadership*. 2nd Ed. Mahwah, NJ: Lawrence Erlbaum Associates.
- Becker, F., & Steele, F.** (1995). "Workplace Design: A Critical Success Factor for Employee Productivity." **Facilities*, 13*(1/2), 52–68.
- Blau, P. M. (1964). *Exchange and power in social life*. New York: Wiley.
- Biswas, S., & Varma, A. (2016). Employee engagement: A strategic tool for talent retention. *International Journal of Human Resource Management*, 7(2), 23–35.
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *'Qualitative Research in Psychology'*, 3(2), 77–101. <https://doi.org/10.1191/1478088706qp063oa>
- Brenninger, H.-J., 2011. *Company Value and Employee Satisfaction: Development of Theoretical Framework*, University of Latvia, Riga, Latvia.
- Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*. Jossey-Bass.
- Carlson, D. S., Grzywacz, J. G., & Zivnuska, S. (2006). Methodological and theoretical challenges in studying work–family balance: A review and directions for future research. *The Journal of Applied Psychology*, 91(2), 702–710. <https://doi.org/10.1037/0021-9010.91.2.702>.
- Cheng, G., & Monroe, K.B.** (2012). "Workplace Organization and Its Impact on Efficiency and Employee Morale." **Journal of Organizational Behavior*, 33*(6), 837–855
- Colquitt, J. A., Scott, B. A., Rodell, J. B., Long, D. M., Zapata, C. P., Conlon, D. E., & Wesson, M. J. (2013). Justice at the millennium, a decade later: A meta-analytic test of social exchange and affect-based perspectives. **Journal of Applied Psychology*, 98*(2), 199–236.
- Creswell, J. W., & Plano Clark, V. L. (2011). *'Designing and Conducting Mixed Methods Research'*. 2nd Ed. Thousand Oaks, CA: Sage Publications.
- Cuizon, S. A., Visayan, A. E., & Tanduyan, M. D. (2016). Challenges in Public Sector: Perspectives from Government Employees in the Philippines. *'Asian Journal of Public Administration'*, 38(1), 66–84.
- Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268.
- DeVellis, R. F. (2017). *'Scale Development: Theory and Applications'*. 4th Ed. Thousand Oaks, CA: SAGE Publications.
- Dul, J., Ceylan, Ç., & Wakefield, R.** (2010). "The Impact of the Physical Environment on Employees' Health and Productivity." **Journal of Environmental Psychology*, 30*(4), 504–513
- Edmondson, A. C. (2019). **The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth*
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *J. Appl. Psychol.*, 71(3), 500–507. <http://dx.doi.org/10.1037/0021-9010.71.3.500>
- Eisenberger, R., & Stinglhamer, F. (2011). **Perceived Organizational Support: Fostering Enthusiastic and Productive Employees**. American Psychological Association.
- Elliot A.J., Dweck C.S., editors. *Handbook of Competence and Motivation*. Guilford Publications; New York, NY, USA: 2013.
- Field, A. (2013). *'Discovering Statistics Using IBM SPSS Statistics'*. 4th Ed. London: SAGE Publications
- Gamage L. (2013) Factors Influencing Employee Motivation and its Effect On Employee Performance, *International Journal of Marketing, Finance Service and Management Research* 2013; 2(9).
- Garcia-Lopez, R., Fernandez, T., & Kwan, H. (2022). Purpose-driven work: Connecting individual meaning to organizational outcomes. *Academy of Management Journal*, 65(3), 891–917