

Herzberg's Two-Factor Theory: Measuring Employee Job Motivation And Satisfaction Among Filipino Employees Of Small Medium Enterprises (SMEs) In The Kingdom Of Bahrain

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Abstract

This quantitative descriptive-correlational study investigated the relationship between motivation and job satisfaction among Filipino employees working in small and medium enterprises (SMEs) in the Kingdom of Bahrain. Guided by Herzberg's Two-Factor Theory, the study aimed to determine how intrinsic and extrinsic motivational factors influence overall job satisfaction. Data were gathered through a structured survey questionnaire and analyzed using Spearman's rho correlation. Results showed that Filipino employees demonstrated a high level of job motivation and job satisfaction. Both intrinsic and extrinsic motivation were found to strongly contribute to employees' positive attitudes and engagement at work. A high positive correlation between motivation and job satisfaction was established, indicating that increased motivation leads to higher satisfaction levels. The findings emphasize the importance of supportive work environments, recognition, and professional growth opportunities. It is recommended that SME employers enhance both intrinsic and extrinsic motivators to maintain employee satisfaction, productivity, and retention.

Keywords: job satisfaction; motivation; intrinsic motivation; extrinsic motivation; Filipino employees; Bahrain

1. Introduction

1.1. Problem and Background of the Study

In a changing work environment, employee satisfaction is a key factor for organizational success. In recent years, businesses across various sectors have increasingly recognized the importance of creating supportive and motivating work environments to retain employees and sustain performance. According to Bakotić (2016), organizations with higher levels of employee satisfaction tend to experience better overall performance, highlighting the strategic importance of creating positive work environments. In the Kingdom of Bahrain, small businesses are a significant contributor to the economy, and ensuring employee well-being in these enterprises is essential to national growth and development. However, many small business owners face challenges in understanding what truly motivates their employees, often relying on assumptions rather than structured strategies.

A positive workplace cultivates an environment of trust and loyalty, allowing employees to align their efforts with business objectives to achieve the organization's goals. For instance, according to Nguyen (2020), in a café setting, when baristas recognize that the organization values their contributions and supports them, they are more motivated to deliver outstanding service, uphold product quality, and create a welcoming atmosphere that attracts and retains customers. Conversely, when employees are not satisfied with their work environment, it can lead to serious consequences for both individual performance and overall organizational health. Low satisfaction may result in decreased motivation, poor job performance, higher absenteeism, and increased turnover rates.

Herzberg's Two-Factor Theory explains that job satisfaction and dissatisfaction arise from two separate sets of factors. Satisfaction is driven by motivators; aspects related to the job's content such as

achievement, recognition, meaningful and challenging work, responsibility, and opportunities for advancement. These factors meet employees' higher-level psychological needs and contribute to a sense of purpose and fulfillment. When present, motivators lead to greater job engagement, a stronger desire for growth, and increased motivation to succeed.

Employee satisfaction is broadly defined as the extent to which individuals feel positive or content with their jobs. It encompasses multiple dimensions, including emotional well-being, perceived fairness, fulfillment of personal goals, and alignment with organizational values. It is not limited to material compensation but also includes intangible aspects such as recognition, respect, autonomy, and opportunities for professional growth. When employees feel their efforts are valued and their voices are heard, they are more likely to find purpose in their work and remain engaged. Conversely, when employees feel unappreciated, overburdened, or ignored, dissatisfaction takes root and negatively affects individual and organizational outcomes. According to Herzberg's Two-Factor Theory, dissatisfaction stems primarily from hygiene factors such as poor working conditions, lack of job security, inadequate salary, and ineffective company policies. When these factors are not adequately addressed, employees may become disengaged and demoralized. A dissatisfied workforce can create a toxic work culture, reduce teamwork and collaboration, and increase conflict among employees. This not only disrupts productivity but also increases operational costs due to frequent recruitment, training of new hires, and the loss of organizational knowledge Shaikh (2019).

At present, there is limited research focused on how employees in the Kingdom of Bahrain experience and perceive workplace satisfaction through the framework of Herzberg's Two-Factor Theory. This study aims to understand what truly satisfies employees and keeps them motivated in the workplace in Bahrain. Examining employee satisfaction within the dynamic business landscape of Bahrain will help identify which motivator and hygiene factors enhance employee engagement, retention, and productivity. Moreover, this study will contribute to the expanding literature on organizational behavior by providing localized insights into how a globally recognized theory applies in a Bahraini context. The findings aim to provide practical recommendations for small businesses in Bahrain and potentially across the Middle East Region, enabling them to develop strategies that promote a more satisfied and high-performing workforce.

1.2. Review of Related Literature

The role of extrinsic and intrinsic motivation in enhancing Employee satisfaction

According to Nguyen (2020), job motivation refers to the psychological drive that stimulates individuals to initiate, persist, and exert effort in their work, and it is shaped by both intrinsic factors, such as personal growth, passion, and sense of purpose, as well as extrinsic factors, such as salary, benefits, and acknowledgment. Similarly, emphasize that motivated employees approach tasks with enthusiasm, persevere through challenges, and often exceed basic requirements by demonstrating creativity and seeking continuous improvement.

In line with this, Taneja S. S., (2015) argued that motivation fosters a positive organizational atmosphere by promoting dedication, collaboration, and adaptability while reducing workplace conflicts. Moreover, Garg and Lal (2016) highlights that leadership style, career growth opportunities, recognition, and fairness in workplace policies significantly influence motivation, which in turn drives employees to take on new responsibilities and engage in skill development. Consequently, organizations that provide constructive feedback and prioritize employee development tend to strengthen motivation and performance, whereas those that neglect acknowledgment, communication, or growth opportunities often experience declines in productivity and competitiveness.

Alshmemri et al., (2017) conveys on how job motivation can function independently; however, Herzberg's Two-Factor Theory provides valuable insight into its influencing factors. The theory suggests

that motivator factors such as achievement, recognition, engaging, meaningful work are crucial for maintaining high levels of motivation. Meanwhile, hygiene factors, including fair compensation, appropriate working conditions, and job stability, serve to prevent dissatisfaction rather than to enhance motivation actively. Applying in organizational settings, they effectively address both motivators and hygiene factors that are likely to cultivate a workforce that is both motivated and content.

Herzberg's Two-Factor Theory is a fundamental content theory that examines the factors influencing job satisfaction and motivation, distinguishing between motivators and hygiene factors (Herzberg, Mausner, & Snyderman, 1959). Motivators, such as achievement, responsibility, recognition, advancement, growth, and the nature of the work itself, directly contribute to job satisfaction, whereas hygiene factors which include salary, working conditions, supervision, workplace relationships, security, and status that can primarily prevent dissatisfaction but do not necessarily create satisfaction when present. Consequently, Herzberg's theory implies that while addressing contextual factors like salary, benefits, and safety can reduce dissatisfaction, true motivation arises from enriching jobs through autonomy, responsibility, recognition, and growth opportunities Shaikh, Tunio, & Shah, 2019).

In fact, recent studies support Herzberg's motivator-hygienic perspective Gregory (2011) emphasizing that recognition, achievement, and meaningful work not only boost motivation but also enhance psychological well-being and organizational commitment, while Myskova (2011) notes that such satisfaction reduces turnover, improves efficiency, and strengthens overall performance. Thus, despite common organizational assumptions that financial rewards alone can drive motivation, Herzberg's framework highlights that long-term productivity and fulfillment depend more on meeting intrinsic psychological needs than on material incentives, as motivators foster purpose, belonging, and sustained engagement, whereas hygiene factors merely prevent dissatisfaction without inspiring higher performance.

Intrinsic factors, which refer to internal sources of motivation, arise from the nature and experience of the work itself. Rooted in Deci and Ryan's Self-Determination Theory (1985), these factors contribute significantly to an individual's sense of fulfillment, leading to sustained engagement and higher performance. Achievement, for instance, provides a sense of pride and satisfaction when one successfully completes challenging tasks. Recognition, even in the absence of material rewards, reinforces a person's value and contribution within the organization. Responsibility allows individuals to feel trusted and empowered, fostering ownership and accountability. Opportunities for personal growth and advancement enable employees to acquire new skills, enhancing their competence and career development. Moreover, when work is perceived as meaningful, it connects individuals to a broader purpose, strengthening commitment and intrinsic drive. Overall, these factors enhance the well-being of employees and contribute to long-term organizational success.

In the studies of Garg & Lal (2016), it was emphasized that external factors don't make employees more motivated on their own, rather they prevent dissatisfaction. Fair pay makes employees feel valued, safe and comfortable working conditions let them focus on their work, while benefits and job security offers support and confidence in their roles. These working conditions, clear policies within the organization and, effective supervision given contribute to a well-structured and organized workplace, allow employees to work efficiently without any unnecessary stress from within. Positive relationships with co-workers also help maintain a well-mannered workplace making the workplace more enjoyable for employees fostering proper cooperation within the organization. Organizations that take care of both intrinsic motivators and extrinsic factors tend to have employees who feel secured, supported and valued which prevents dissatisfaction and promotes consistent level of performance in their workplace, in which ultimately contributes in the stability and long-term operation and success of the business.

In the context of the Kingdom of Bahrain, applying Herzberg's framework to measure employee satisfaction is particularly valuable, given the nation's diverse and rapidly developing workforce. Bahrain's economy hosts employees from various cultural and professional backgrounds, meaning that understanding the relative impact of intrinsic motivators and hygiene factors can help organizations tailor strategies that go beyond financial incentives. For example, focusing on job enrichment, professional growth opportunities, and recognition systems can strengthen engagement and retention, while adequate hygiene conditions maintain a stable work environment. This approach enables Bahraini organizations to create flexible, healthy, and positive workplaces that not only enhance employee well-being but also sustain long-term motivation and productivity Gregory (2011) and Myskova (2011).

Job Satisfaction of Employees

Job satisfaction is understood as a positive emotional response that employees have toward their jobs, reflecting how they feel about various aspects of their work environment and tasks Locke (1976). It has been said by Judge (2018) and Bakotić (2016) that the intrinsic and extrinsic factors have a strong influence on productivity and employee retention, with satisfied employees typically showing higher motivation and performance. In instances, when employees feel recognized for their efforts and supported by good working conditions, they tend to show higher commitment and reduced absenteeism. In contrast, dissatisfaction caused by poor management or low pay often results in decreased performance and higher turnover intentions. The study of Mardanov (2021) has also shown that both intrinsic and extrinsic factors significantly affect employee satisfaction and overall organizational outcomes, including performance, commitment, and retention. Regarding intrinsic motivation, research indicates its significant influence on employee outcomes. For instance, Kuvaas (2017) discovered that intrinsic motivation is positively related to job satisfaction and organizational commitment, especially when employees perceive their work as meaningful and aligned with their personal values. Similarly, a study conducted by Bhuvanaiah (2015) highlighted that intrinsic motivation, through factors like autonomy and recognition, boosts employee engagement and performance. On the other hand, extrinsic motivation also plays a crucial role in shaping employee behavior. In the study of Fang (2015) it was illustrated that extrinsic motivation, such as pay and bonuses, can improve performance and creativity in the workplace, although their effectiveness may depend on individual and cultural differences. Furthermore, research by Cho (2016) highlighted that extrinsic rewards can positively affect employee attitudes and behaviors when combined with intrinsic motivators, indicating a complementary relationship between the two.

Employees' Motivation and Satisfaction

Employee motivation and job satisfaction are strongly interconnected and play a decisive role in shaping workplace outcomes. Motivation represents the internal drive that encourages employees to perform, while satisfaction reflects their emotional response to the job and work environment. Together, they create a cycle where motivated employees tend to feel more satisfied, and satisfied employees remain motivated, ultimately fostering positive attitudes and behaviors at work Saeed and Anitha (2014). The studies of Jaiswal (2016) discovered that employee engagement positively impacts job motivation and satisfaction, suggesting that engaged employees are more inclined to feel motivated with their roles. Classic theories such as Herzberg's Two-Factor Theory confirm this relationship, emphasizing that motivators like achievement and recognition enhance satisfaction, while hygiene factors such as pay and working conditions prevent dissatisfaction Herzberg, Mausner, & Snyderman (1959). Similarly, Self-Determination Theory highlights that when employees' intrinsic needs for autonomy, competence, and relatedness are met, their satisfaction and motivation significantly improve.

Recent studies further reinforce this connection. The study of Pyngavil (2012) conducted a correlational analysis revealing that motivation has a significant impact on employee performance, which is closely tied to job satisfaction. Moreover, Muhadi (2015) found a positive correlation between job satisfaction and employee motivation, suggesting that satisfied employees are more driven to perform effectively. Additionally, Gangai (2015) examined the relationship between job satisfaction and organizational commitment, emphasizing its significance for employee performance.

This relationship directly influences employee retention and turnover. Motivated and satisfied employees are more likely to stay loyal, reducing turnover and saving organizations from the high costs of recruitment and training (Hausknecht, 2009). In contrast, the study of Allen (2010) low motivation and dissatisfaction often lead to voluntary exits, disrupting workflows and weakening organizational performance.

In the studies of Saks (2014) and Bailey (2017), Motivation and satisfaction are also central to employee engagement, which refers to the enthusiasm, commitment, and involvement employees bring to their roles. Higher engagement leads to stronger job performance, creativity, and dedication, while disengagement often reflects low morale and dissatisfaction. Research further shows that intrinsic motivation is positively related to job satisfaction across different sectors, confirming the strength of this link (Pandey, 2007).

In essence, motivation and satisfaction are not isolated elements but reinforcing forces that determine whether employees remain committed, engaged, and productive. By fostering a supportive environment that balances recognition, growth opportunities, and fair treatment, organizations can sustain high morale, encourage retention, and minimize turnover, ensuring long-term stability and success.

Factors affecting the relationship between satisfaction and motivation

In the study of Das (2013) employee retention refers to an organization's ability to keep its workforce over time, reflecting stability, productivity, and reduced recruitment costs. Studies have shown that retention is strengthened by motivation and satisfaction, with motivated employees more likely to remain loyal and committed to their roles. Allen,

Bryant, and Vardaman (2010) found that high retention is a sign of effective HR practices, while low retention often leads to financial strain and knowledge loss. In contrast, employee turnover, the rate at which staff leave and need replacement, disrupts operations and is frequently driven by dissatisfaction, lack of recognition, limited advancement, and poor work environments (Hom, 2017). Research consistently shows that low motivation and job dissatisfaction are strong predictors of both turnover intentions and actual turnover behavior. Closely linked is employee engagement, which refers to the emotional and cognitive connection employees have with their work. Shuck (2010) reported that engaged employees show higher performance and commitment, while Saks & Gruman (2014) found that engagement significantly enhances satisfaction and lowers turnover risk. Additionally, Bailey (2017) highlighted that organizations promoting engagement through recognition, development, and culture alignment see better retention outcomes. Similarly, employee morale; reflecting employees' confidence and enthusiasm is crucial. High morale fosters teamwork and productivity, while low morale is tied to absenteeism and turnover. Herzberg's Two-Factor Theory emphasizes that morale improves with motivators like achievement and recognition, while poor hygiene factors cause dissatisfaction (Alshmemri, 2017). Moreover, Taneja S. S. (2015) emphasize the importance of leadership and communication, and cultural values such as respect and harmony, especially in regions like the Middle East, have been found to significantly shape morale (Shaikh F. M., 2019). Collectively, these findings highlight the critical role

of motivation, satisfaction, engagement, and morale in retaining employees and long-term organizational success.

1.3. Research Gap

Although employee job satisfaction has been widely studied, significant gaps remain that justify further research in the context of Bahrain. Previous studies present contradictory evidence regarding the strongest drivers of satisfaction, with some emphasizing extrinsic factors such as salary and job security, while others highlight intrinsic motivators like recognition, achievement, and meaningful work. Furthermore, there is a clear knowledge void in Bahrain, particularly within small and medium enterprises (SMEs), as most existing literature originates from Western or Asian contexts. This is compounded by an action-knowledge conflict, since Herzberg's Two-Factor Theory is often discussed in theory but rarely applied to organizational practices in Bahrain, where SMEs seldom adopt structured approaches to measure or enhance employee satisfaction. In addition, methodological limitations exist, as many studies rely on generalized surveys or international samples that fail to account for Bahrain's unique cultural and organizational contexts. Past findings also highlight an evaluation void, as motivation and hygiene factors have not been re-tested within Bahrain's current socio-economic environment. Moreover, a temporal gap exists since much of Herzberg's foundational research dates back several decades and may not capture the realities of the modern workforce. These issues point to a broader theory application void, with Herzberg's framework rarely tailored to the Bahraini workforce or SME sector. Finally, both a population gap and a geographical gap persist, as SMEs and Middle Eastern contexts remain underrepresented in organizational behavior research, and a conceptual gap endures due to vague or inconsistent definitions of job satisfaction across studies.

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1.4. Statement of the Problem

This aims to answer the problem: Is there a significant relationship between the level of employee motivation and overall job satisfaction among Filipino employees of small and medium enterprises (SMEs), in the Kingdom of Bahrain?

2. Methodology

2.1. Research Design

This quantitative study employed a descriptive-correlational research design to measure job satisfaction among business employees in the Kingdom of Bahrain. This design was chosen to identify and analyze the relationship between employees' levels of motivation and their overall job satisfaction. Descriptive research helps gather information to explain a phenomenon and its characteristics, while correlational research focuses on examining relationships between variables without establishing causality McCombes (2019). As Creswell (2014) explains, quantitative designs are useful for identifying patterns, relationships, and differences using standardized instruments that support statistical analysis and generalization. Through this method, both intrinsic and extrinsic factors influencing employee satisfaction were explored. Specifically, the design was appropriate for the study since it aspires to gather data to describe the level of job satisfaction among business employees in the Kingdom of Bahrain. This study also utilized the quantitative research approach. Quantitative research is the objective, statistical and numerical analysis of data gathered in explaining a particular phenomenon. This research method is used to classify and count features, construct statistical models, describe variables and determine relationships of variables Babbie & Muijs, (2010).

2.2 Data Collection Instrument and Procedures

A survey questionnaire was lifted from the study of Pelchona (2024), Mediating Role Of Job Satisfaction On Job Motivation and Organizational Commitment of Filipino Certified Public Accountancy, and was used as the main tool to gather data for this research. It was chosen because Pelchona's questionnaire had already been tested and proven reliable for measuring job satisfaction and work motivation. This made it well-suited for our study since it focused on both intrinsic and extrinsic factors that affected employees' satisfaction, which was exactly what we wanted to examine. Using this questionnaire also helped ensure that our results were accurate and consistent with previous studies. Moreover, the questionnaire was designed to measure two key variables: the level of job satisfaction of employees and their level of work motivation. To collect the data, the researchers converted the questionnaire into a Google Form for easier distribution and accessibility. The survey link was shared with the participants, who were Filipino employees working in small food businesses in the Kingdom of Bahrain, through email, messaging applications, and direct communication with employers and supervisors. This method was chosen to reach participants conveniently and ensure wider coverage, especially since many employees had limited time during working hours. The participants were given a specific period of two weeks to complete the form at their own pace. Once submitted, their responses were automatically recorded in Google Sheets, allowing the researchers to systematically organize and retrieve the data for analysis. To ensure confidentiality, the form did not collect personal identifiers, and all responses were kept anonymous. The validated survey form was also included in the appendices of this study for reference.

Research Locale and Participants

This study was conducted in a small business in the Kingdom of Bahrain that primarily employed Filipino workers. The researchers selected this setting as it provided a focused environment to evaluate the job motivation and satisfaction of Filipino employees within the small-scale food establishment. This business operated with diverse work shifts and task responsibilities, making it an ideal context to understand employee perceptions of intrinsic and extrinsic factors that affected their work experience.

The study specifically examined the perspectives of Filipino employees working in various roles, from entry-level staff to supervisory positions, who had been employed in this business for at least six months. A purposive sampling method was used to select participants with characteristics and experiences relevant to the study's objectives. According to Setia (2016), purposive sampling allowed researchers to intentionally select participants who could provide meaningful insights into a specific research topic.

Table 1. Profile of Respondents

Profile Category	Response Options	Percentage
Gender	Male	54.5%
	Female	45.5%
Age Group	18–24	18.4%
	25–34	45.5%
	35–44	9.1%
	45–54	27.3%
	Less than 1 year	9.1%
Years as OFW	1–3 years	9.1%
	4–6 years	18.2%
	7–10 years	0%
	More than 10 years	63.6%
	Less than 1 year	9.1%
Work Experience	1–4 years	0%
	5–8 years	45.5%
	9–12 years	27.3%
	More than 12 years	18.2%
	Less than 6 hours	0%
Average Work Hours	6–8 hours	36.4%
	9–10 hours	54.5%
	More than 10 hours	9.1%
	Below 100	0%
Monthly Income (BHD)	100–299	9.1%
	300–499	81.8%
	500–699	9.1%
	700 and above	0%

The study will implement specific inclusion and exclusion criteria to select participants. Employees will be included if they are Filipino, employed in a small food business in Bahrain, and have at least six months of experience in their current role to ensure familiarity with their work environment. Employees who do not meet these criteria, or who are unwilling to participate, will be excluded. This approach will ensure that participants can provide informed, relevant, and valuable insights into job satisfaction and motivation in the targeted context.

2.3 Treatment Of Data

The data gathered from the respondents were first tallied, encoded, and systematically organized to ensure accuracy and reliability of analysis. Each response was carefully recorded and summarized to prepare the dataset for statistical treatment. To describe the demographic and profile characteristics of the respondents, frequency counts and percentages were employed, providing a clear picture of the distribution of participants according to relevant variables.

To measure the levels of employee motivation and satisfaction, the mean was computed. The use of the mean allowed the researchers to obtain the central tendency of responses, thus providing an overall interpretation of the general perceptions and tendencies of the respondents. This descriptive approach helped determine whether the respondents' levels of motivation and satisfaction fell under low, moderate, or high categories.

Furthermore, to determine whether a significant relationship existed between employee motivation and satisfaction, Spearman's rank-order correlation (Spearman's rho) was applied. This statistical tool was appropriate for the study since it measured the strength and direction of association between two ranked variables. It indicated whether higher levels of motivation were associated with higher levels of satisfaction, or vice versa, thereby directly addressing the study's objectives.

Table 2. Scale and Interpretation of the 5-Point Likert Scale

Interval Scale	Motivation	Satisfaction
4.50 – 5.00	Strongly Motivated	Strongly Satisfied
3.50 – 4.49	Motivated	Satisfied
2.50 – 3.49	Neutral	Neutral
1.50 – 2.49	Not motivated	Not Satisfied
1.00 – 1.49	Strongly not motivated	Strongly not Satisfied

2.4 Ethical Considerations

Ethical standards were diligently upheld by the researchers in conducting this study on measuring the job satisfaction of business employees in the Kingdom of Bahrain to ensure the rights and welfare of participants. Permission to conduct the study was formally requested by the management of the food business prior to data collection. Participation in the survey was voluntary, and informed consent was obtained after thoroughly informing participants about the purpose, scope, and potential implications of the research. Clear and open communication was maintained to prevent any misunderstanding regarding participant roles and the nature of their involvement. Participants were assured of the confidentiality of their responses and were made aware that all information collected would be used solely for academic purposes, with no personal identities revealed. The participants will remain anonymous as a sign of respect for their privacy. Data collected from the questionnaire were shared only with research advisors and panelists, following strict data management procedures, and the study adhered to ethical research guidelines by ensuring honesty, objectivity, and respect for cultural sensitivities in Bahrain.

3. Results and Discussion

3.1. Discussions

Relationship Between Job Satisfaction and Motivation

Table 3 presents the relationship between job satisfaction and motivation. The findings of the study reveal that all variables of job motivation have a high positive relationship with job satisfaction ($r = 0.90$, $p < 0.001$). These results indicate that when employees are intrinsically motivated, their level of job satisfaction tends to increase significantly. This suggests that intrinsic motivation plays a vital role in enhancing overall job satisfaction among employees. Conversely, when employees are extrinsically motivated, their job satisfaction also increases significantly. Therefore, both intrinsic and extrinsic motivational factors contribute to higher levels of job satisfaction among employees. It is also notable that the overall relationship between job motivation and job satisfaction is very strong ($r = 0.88$, $p < 0.001$). This implies that as employees' motivation increases, their job satisfaction within the organization likewise increases. Conversely, when employee motivation decreases, their job satisfaction also tends to decline.

Table 3.Relationship Between Job Satisfaction and Motivation

Variable	Test Statistic		Interpretation
Overall Intrinsic Motivation	Spearman's rho	0.90	High Positive Correlation
	p-value	< .001	Significant Relationship
Overall Extrinsic Motivation	Spearman's rho	0.90	High Positive Correlation
	p-value	< .001	Significant Relationship
Overall Job Motivation	Spearman's rho	0.88	High Positive Correlation
	p-value	< .001	Significant Relationship

These findings align with previous studies that have explored the link between motivation and job satisfaction. For instance, Jalagat and Aquino (2021) investigated the impact of motivational factors on job satisfaction among Filipino workers in Vietnam. Their study revealed that motivation significantly influenced job satisfaction, particularly in the context of manufacturing industries in Hanoi, Vietnam. Similarly, Bajpai and Rajpot (2018) examined the effect of employee motivation on job satisfaction and organizational commitment at BALCO. Their research concluded that motivation and job satisfaction were directly correlated, with positive relations between motivation and job satisfaction. They identified factors such as working environment, opportunities for career growth, fair remuneration, and supportive relationships with colleagues as key influencers of motivation levels among employees.

Furthermore, Sergio et al. (2020) conducted a study to uncover the factors that satisfy employees of major IT companies in the United States. By analyzing 15,000 reviews from the top 15 U.S. IT companies collected from the social media platform Glassdoor, they found that motivation significantly influenced job satisfaction. Their research highlighted the importance of intrinsic and extrinsic motivators in enhancing employee satisfaction in the IT sector.

In addition, Wibowo et al. (2024) examined the influence of work motivation and work discipline on employee performance, with job satisfaction as a mediating variable. Their study found that work motivation positively affected job satisfaction, which in turn influenced employee performance. This underscores the critical role of motivation in enhancing job satisfaction and overall performance.

Lastly, Dacanay et al. (2023) investigated the impact of job motivation on job satisfaction among accountants. Utilizing a descriptive-correlational research design, they found that job motivation had a significant impact on job satisfaction, emphasizing the importance of motivational factors in the accounting profession.

Collectively, these studies provide strong empirical support for the present findings, highlighting that both intrinsic and extrinsic motivation are fundamental in fostering high job satisfaction among employees. The consistency of these results across different industries and cultural contexts underscores the universal importance of motivation in enhancing job satisfaction.

3.2 Summary of Findings

The findings of this study reveal the following:

- 1.The findings reveal that Filipino employees in small and medium enterprises demonstrate high levels of motivation and job satisfaction, which can be attributed to the combined influence of intrinsic and extrinsic

factors. The slightly higher impact of extrinsic motivation (3.72) compared to intrinsic motivation (3.52) suggests that tangible rewards, recognition, and supportive workplace conditions play a crucial role in sustaining employee drive. However, intrinsic factors—such as a sense of purpose, skill utilization, and accomplishment—remain equally important in maintaining long-term engagement.

2. The high overall job satisfaction mean score (3.69) further supports that employees generally feel content with their work environment and management practices.

3. The strong positive correlation between motivation and job satisfaction ($\rho = 0.88-0.90$, $p < .001$) justifies that when employees are both internally fulfilled and externally rewarded, their enthusiasm and commitment toward their work significantly increase. Therefore, continuous efforts to provide fair compensation, recognition, and opportunities for growth and participation are justified as vital strategies to preserve and enhance employee motivation and satisfaction within small and medium enterprises.

4. Conclusion and Recommendations

4.1 Conclusion

The study concludes that there is a significant positive relationship between the level of motivation and job satisfaction among Filipino employees working in small and medium enterprises (SMEs) in the Kingdom of Bahrain. Both intrinsic motivations such as personal fulfilment, pride in work, passion for one's job, desire for growth, and sense of achievement, and extrinsic motivation, including salary, job security, recognition, and favourable working conditions, play vital roles in shaping employees' satisfaction. As motivation increases, employees demonstrate higher job satisfaction, stronger commitment, and greater productivity, which in turn contribute to organizational success. These findings emphasize the importance for SME employers to develop strategies that enhance both intrinsic and extrinsic motivational factors by providing career development opportunities, fair compensation, supportive leadership, and a positive work environment. Ultimately, strengthening employee motivation not only improves satisfaction and retention but also promotes the sustained growth and competitiveness of SMEs employing Filipino workers in Bahrain.

4.2 Recommendations

1. Employers in small and medium enterprises in the Kingdom of Bahrain are recommended to strengthen both intrinsic and extrinsic motivation among Filipino employees to improve overall job satisfaction. They should create opportunities for professional growth through training programs such as leadership training and team training including skill development workshops to enhance and ensure that employees feel a sense of achievement and self-worth within the organization. Moreover, providing fair compensation, recognition, and a supportive work environment can address hygiene or extrinsic factors that influence motivation factors that lead in the improvement and increase of employee's job satisfaction.
2. Management is encouraged to promote open communication and employee involvement in decision-making to build trust and morale within the workplace. By fostering a culture of transparency and participation, employees will feel more valued and empowered in their roles. To attain this, management can hold regular team meetings and open forums to encourage feedback and idea-sharing. They may also provide suggestion boxes or online feedback forms to allow employees to express their thoughts freely, even anonymously. Involving staff in planning and problem-solving activities will help them feel a sense of ownership in decisions that affect their work. Furthermore, transparent communication of company goals and updates, along with recognizing and acting on

employee feedback, strengthens trust between employees and leaders. Providing leadership training for supervisors, encouraging informal interactions through team-building activities, and using internal communication tools such as chat groups.

3. Future researchers are recommended to explore the relationship between motivation and job satisfaction among Filipino employees working in other Gulf countries. Comparative studies may provide broader insights into how cultural and organizational factors influence the work experiences of Filipino expatriates.

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