

Laguna Traffic Management Office work culture in relation to employees satisfaction

Marjoerei Joy Y. Del Valle

marjoereijoydelvalle@gmail.com

Laguna State Polytechnic University, Sta. Cruz Campus, Laguna, Philippines, 4009

Abstract

The research aimed to determine the level of work culture at the Laguna Traffic Management Office (LTMO) in relation to employee job satisfaction. The main variables included work culture dimensions such as organizational values (integrity, accountability, professionalism), communication climate (openness, feedback mechanisms, accessibility to supervisors), and organizational policies (performance evaluation, fairness of rules), alongside demographic profiles (sex, length of service, position) as independent variables, and job satisfaction aspects (rewards and recognition, personal and professional growth, sense of achievement, salary and compensation, job security) as the dependent variable. The study was conducted at the LTMO in Santa Cruz, Laguna, Philippines, involving full-time employees with at least six months of service, during November 2025. The research answered the following: the demographic profile of respondents in terms of sex, length of service, and position; the level of work culture at LTMO in terms of organizational values, communication climate, and organizational policies; the level of personnel job satisfaction in terms of rewards and recognition, personal and professional growth, sense of achievement, salary and compensation, and job security; there is a significant relationship between LTMO's work culture and job satisfaction with respect to demographic profiles; and a plan of action can be proposed based on the study results. The hypothesis stated there is no significant relationship between work culture and job satisfaction, which was tested and rejected. Statistical treatments included frequencies and percentages for demographics, weighted means and standard deviations for levels, Pearson correlation coefficients (with Spearman rho if needed), independent samples t-tests, one-way ANOVA with Scheffe post-hoc, multiple linear regression, and Cronbach's alpha for reliability, all at 0.05 significance level. This study utilized a descriptive quantitative correlational design to observe and describe phenomena without manipulation, capturing cross-sectional data on current conditions. The subjects were permanent and casual full-time personnel at LTMO, selected via stratified random sampling from categories like enforcers, supervisors, and admin staff, targeting around 109 respondents (actual N=75) for proportional representation at 95% confidence and 5% margin of error. The general procedure involved securing permissions, informing participants of confidentiality, administering a validated researcher-made Likert-scale questionnaire (covering work culture and job satisfaction aspects) via in-person or online methods, compiling data, and performing analysis. The instrument underwent expert review, pilot testing, and reliability checks. A significant positive relationship existed between work culture dimensions and job satisfaction, as correlation coefficients showed strong associations (e.g., feedback mechanisms and performance evaluations, accessibility and rewards). Demographic factors had minimal influence, with only a weak negative correlation for gender on overall satisfaction and growth opportunities, while age showed no significant ties. Thus, the result has shown that LTMO exhibits a positive work culture that significantly enhances employee job satisfaction, transcending demographic differences. The performance evaluation system is clear and fair, rules are transparent and merit-based, good performance is recognized to motivate harder work, development plans support growth, employees take pride in contributions, pay aligns with performance, and jobs are secure through protections and mechanisms. These findings support targeted interventions to sustain this positive environment in public traffic management.

Keywords: Work culture, employee satisfaction, job satisfaction, organizational values, communication climate

1. Introduction

The effectiveness of the traffic management organizations is frequently reliant on the passion and motivation of their workers. The Laguna Traffic Management Office said personnel satisfaction is necessary as it would directly affect the effectiveness and reliability of the traffic enforcement and administrative duties. There are other factors like the work culture of the firm, type of employment, job security etc. which affect employee satisfaction. A positive work environment in which staff are respected and supported can foster loyalty and commitment, which can ultimately improve their performance. Or lack of support at work or job insecurity can lead to discontent, reduced motivation and higher turnover. The study aims to find out the relationship between variables, work culture and security of tenure to the employee satisfaction in Laguna Traffic Management Office. Under the 1987 Constitution of the Philippines, workers in the public and private sectors have the right to security of tenure.

The 1987 Philippine Constitution guarantees security of tenure for workers in both the public and private sectors. They shall not be removed except for cause and then only after due process of law. It also guarantees the right of workers to decent working conditions, a living wage and participation in decisions about their rights and benefits.” Such measures are important to create a respectful working culture that promotes the happiness of employees and to ensure a fair and safe working environment by providing the job security of employees. The Constitution does not expressly refer to the Laguna Traffic Management Office. But these labor rights are applicable to all government employees including those who are working at the Laguna Traffic Management Office. Protection from arbitrary dismissal and promotion of humane working conditions help establish a workplace culture which supports the well-being and the morale of the employee. This guideline provides job security and fair treatment, and it preserves the great work culture and employee pleasure of the organization. The study is meant to find out the elements affecting the motivation of office personnel. Employee happiness is understood to have a major impact on productivity in the workplace and service performance. This study aims to investigate the relationship between organizational climate and job stability. The outcomes will produce data that can be used to enhance policies and promote the welfare of the labor force in LGUs. Employee happiness is a multi-dimensional concept, encompassing organizational policy, managerial style, work environment and job security. The working culture has an impact on the daily activities and the interpersonal relations of public sector organizations, such as traffic management bodies. A good work environment may do a lot for morale. It can promote transparency, encourage collaboration and show appreciation. When employees feel that their views matter, and that they’re part of a team, they’re more likely to have a stronger sense of belonging and dedication. Thus, the study on security of tenure provides a platform of stability for the employees to focus in their work without the worry of losing jobs. This sense of continuity frequently leads to a better sense of ownership of their profession and motivation. Job insecurity, however, can also breed anxiety and apathy, which can adversely affect their performance and enjoyment. Understanding how these pieces fit together can identify places where the company can do better. Happy employees are a result of a culture of fairness, respect, open communication and clear choices for professional progress. Job security provisions can also serve to reduce fear and to increase labor involvement.

1.1. Background of Study

Traffic management agencies everywhere are having severe problems with the growing number of automobiles and urban people. With cities expanding and more people using the roads, the task of ensuring traffic moves efficiently and safely is becoming more difficult. Staffing is a common challenge for these agencies: morale, contentment and retention of staff. Research indicates two key aspects that affect employees’ experiences and productivity in public service activities. This is how they work and job security. A strong atmosphere in the business provides personnel with a sense of security in their work and they tend to perform better and remain devoted to their duties, contributing to the broader goal of good traffic management and public

safety. Obstacles exist at the level of municipal governments, where the departments in charge of traffic control are suffering from a series of challenges. With changing laws and regulations, staff have to be adaptable and have staying power. Plus they have greater responsibility with less funding and resources. More important than ever is the pressure of expectations on the work force and a positive work culture. There are certainly plenty of worries about job security. Many government staff are on contract or temporary arrangements which can be stressful and impact on their sense of belonging to the organization. The unpredictability and lack of suitable support structures generally lead to unhappiness and high personnel turnover which has a detrimental influence on service delivery and effects on the quality of traffic management services. Laguna is not unfamiliar with these traits. Its cities are growing swiftly and its roadways are getting busier with more cars. And that puts the pressure on its traffic control agency. Morale concerns Some local periodicals have expressed concern about morale with job security and atmosphere reported to influence people's feelings about their occupations. When staff are uncertain about their future with the organization, or feel unsupported, it dampens their enthusiasm and jeopardizes the consistency and quality of service to the community. The methods of traffic management are obviously relevant to daily living, road safety and journey times. It is important to know the relation between work culture with the tenure security and satisfaction of employees. Such insights will help city officials to formulate policies and efforts for improving the working circumstances of the traffic management staff. This will lead to better managed traffic systems that will benefit the public.

1.2. Theoretical Framework

This study is anchored on the key theories about employee satisfaction, work culture and security of tenure that jointly explains the elements affecting employee satisfaction in the Laguna Traffic Management Office. The most common explanation for employee satisfaction is Herzberg's Two-Factor Theory, which separates motivators from hygienic considerations. Hygiene elements (job security, organizational rules, working circumstances) avoid unhappiness, whereas motivators (recognition, growth chances) stimulate contentment and motivation. This idea states that employees are very satisfied when they are not dissatisfied and have motivating elements. It emphasizes the need of secure employment and a supportive work environment. The work culture is a key determinant of employee satisfaction and is conceptualized by Edgar Schein's Model of Organizational Culture. The model describes three levels of culture: artifacts (visible organizational structures and processes), professed ideals (stated norms and philosophies), and basic underlying assumptions (deeply embedded ideas). These levels enable one to understand the impact of the culture of Laguna Traffic Management Office on the perceptions and behaviors of the personnel. The Strong Culture Theory also suggests that a strong organizational culture, where people share common values, results in higher commitment and satisfaction in the workplace. Job security is the guarantee that the jobs of employees are safe and safeguarded against arbitrary dismissal, providing a sense of job security which is important for decreasing anxiety and turnover intentions. This is about giving legal recognition and protection to employment rights and is important for a secure workforce. Security of tenure gives employees the feeling that they are respected and protected by their firm and this in turn leads to higher commitment and satisfaction. These structures revealed that employee happiness in Laguna Traffic Management Office is influenced by the quality of work culture and security of employee's tenure. With a good work culture and guaranteed job security, you create an environment where people are happier, motivated and tend to stay. Conversely, uncertainty and a toxic culture led to unhappiness and disengagement.

1.3. Conceptual Framework

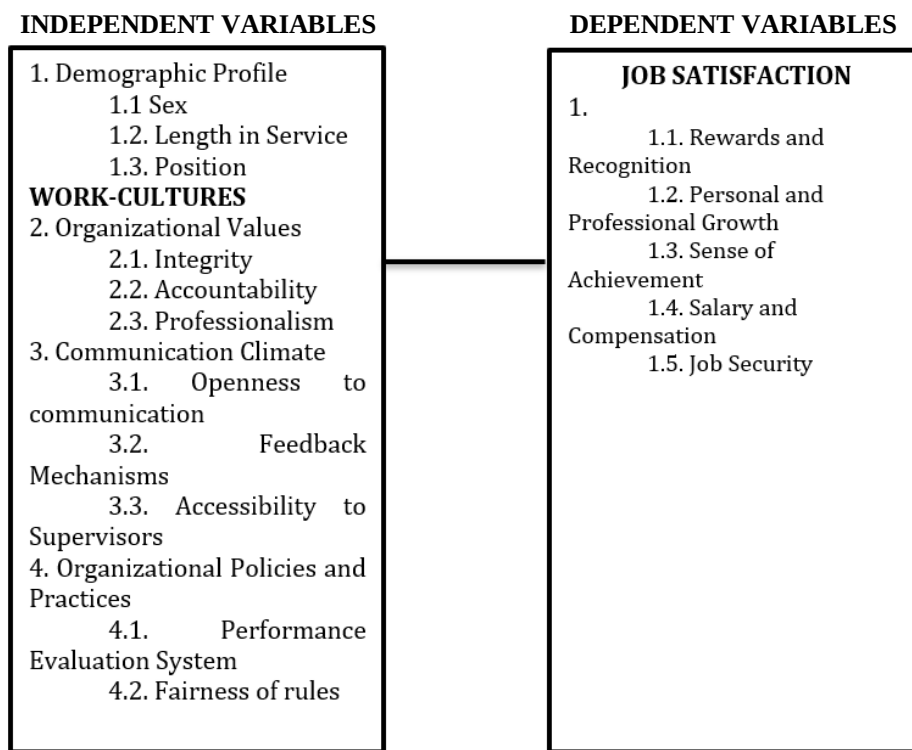


Figure 1. The research paradigm of the study

This conceptual framework explores how various factors influence employee job satisfaction in the Laguna Traffic Management Office. Independent variables include demographics (gender, service length, position), organizational values (integrity, accountability, professionalism), communication climate (openness, feedback, clarity, accessibility), and policies (evaluation systems, rule fairness, job security). These influence job satisfaction through fulfillment pathways that is intrinsic elements drive engagement, while extrinsic ones prevent dissatisfaction.

1.4. Statement of the Problem

This research study aims to determine the level of LTMO work culture in relationship to employee satisfaction.

1. What is the demographic profile of the respondents in terms of;
 - 1.1. Sex; and
 - 1.2. Age?
2. What is the level of work culture at the LTMO in terms of;
 - 2.1 Organizational value;
 - 2.2 Communication; and
 - 2.3 Organizational policies?
3. What is the level of personnel's job satisfaction in terms of;
 - 3.1. Rewards and Recognition;

- 3.2. Personal and Professional Growth;
- 3.3. Sense of Achievement;
- 3.4. Salary and Compensation; and
- 3.5. Job Security?

4. Is there a significant relationship between the level of the LTMO's work culture and level of job satisfaction with respect to the demographic profile?

5. What plan of action may be proposed based on the result of the study?

1.5. Hypothesis

There is no significant relationship between the job satisfaction levels across demographic profiles when considering the combined influence of LTMO's work culture (organizational values, communication climate, policies/practices).

Limitation of the Study

This study investigates the satisfaction levels of the employees of Laguna Traffic Management Office in connection to their perceptions of work culture and security of tenure. It addresses several aspects that effect employee satisfaction, including the physical work environment, remuneration and benefits, relationships with managers and coworkers, organizational policies, possibilities for career advancement, and recognition procedures. The study will explore the effect of these factors on the employees' perception of employment stability and tenure security. Data will be collected from present office personnel throughout a specified study period. The study is limited to the personnel of the Laguna Traffic Management Office and not to other government offices or private sector firms, thereby restricting its generalizability to this group.

1.6. Significance of Study

The significance of this study can be understood from various perspectives.

For the Community

Improving employee satisfaction and job stability in the Laguna Traffic Management Office leads to more efficient and consistent traffic management services. This benefits the community by enhancing road safety, reducing traffic congestion, and contributing to a smoother flow of daily transportation, which improves residents' quality of life.

For the Province of Laguna

Understanding the factors affecting employee satisfaction within this key local government office helps promote better public service delivery. A motivated and secure workforce supports sustainable development efforts by ensuring effective traffic rules enforcement, thereby complementing infrastructure and economic growth initiatives across the province.

For Traffic Management Personnel

This study highlights their needs, concerns, and perceptions, which can lead to improved working conditions, recognition, and job stability. Such improvements increase morale and commitment, reducing turnover and fostering a more supportive work environment.

For Future Researchers

The study provides a conceptual and empirical basis for additional investigations into employee satisfaction and tenure security in public service settings. It can guide research design, methodologies, and policy analysis on related topics, facilitating further evidence-based improvements.

For Officials of the Traffic Management Office

The findings offer actionable insights on how to enhance workforce management through policies promoting a positive work culture and stable employment. This enables them to develop targeted interventions that improve employee wellbeing and operational effectiveness, ultimately leading to better

traffic governance.

1.7. Definition of Terms

Awards and Recognition. Formal acknowledgment or appreciation given to employees for their outstanding performance, dedication, or achievements in the workplace, which boosts morale and motivation.

Career Development: Continuous process by which employees acquire new skills, knowledge, and experiences to advance professionally within the organization.

Career Opportunities. Potential openings or pathways within the organization that allow employees to grow, take on new responsibilities, or move to higher positions.

Compensation Benefits. The total package of monetary and non-monetary rewards provided to employees, including salary, allowances, health benefits, and other perks that contribute to their financial and personal well-being.

Job Stability. The degree to which employees perceive their employment as secure, predictable, and lasting without the threat of sudden termination.

Employees. Individuals engaged by the Laguna Traffic Management Office who perform assigned tasks and duties related to traffic control, enforcement, and administrative functions.

Job Satisfaction. The level of contentment employees feel about their roles, responsibilities, workplace environment, and organizational support.

Social Relations. The quality of interactions and relationships among colleagues and supervisors, which can impact teamwork, communication, and workplace harmony.

Traffic Management. The coordinated activities and strategies implemented by the office to regulate, control, and facilitate safe and efficient movement of vehicles and pedestrians within Laguna.

Work Culture. The set of shared values, beliefs, behaviors, and practices that characterize the work environment and influence employee interactions and attitudes.

Work Incentives. Motivational tools or benefits provided by the organization to encourage higher employee performance and commitment, including bonuses, awards, or flexible work arrangements.

Work-Life Balance. The equilibrium employees maintain between their professional responsibilities and personal life, ensuring neither is excessively compromised.

1.8. Related Literature and Studies

The issue of integrity has arisen as a key area of study in traffic management systems. This is not only about logistical efficiency but also about ethical governance and institutional accountability. Researchers and policy analysts have stressed ever more that the effectiveness of traffic regulation is fundamentally dependent on the structural and moral coherence of those organizations charged with its enforcement. This topic is informed by essential research on the nexus of organizational integrity, public trust, and systemic resilience in contemporary traffic management. The concept of integrity in transport governance is closely related to the “Public Trust Theory” which states that the compliance of the public with traffic rules is a direct result of the perceived honesty and consistency of the enforcement authorities. Recent studies show that public collaboration increases dramatically when enforcement authorities like local traffic management units, have clear mandates, transparent performance indicators and uniform implementation of legislation. But when policy execution is not comprehensive or when communication is unclear, loss of integrity results in lower stakeholder satisfaction and regulatory non-compliance. The research points to the need to shift from ad-hoc enforcement to a data-driven approach, with performance independently audited, to preserve institutional credibility.

An ethical transportation system requires a shift in perspective, traffic management decisions are not only technical judgments, but normative decisions with important social ramifications. Research has also

pointed to “procedural justice” as a key element of integrity, stating that decision-making procedures need to include a broad array of stakeholders in order to reach fair results. Distributive justice or the fair distribution of advantages and obligations complicates the task of traffic managers, who need to take into account the requirements of different socioeconomic groups in their efforts to control infrastructure and safety issues. Academics observe that systemic resilience occurs when planners take into account the unforeseen repercussions of their policies and apply foresight approaches that focus on long-term intergenerational equity rather than short-term patches. The guarantee of continuity and integrity of a traffic system is the mutual relationship among its several links. Risk assessment and safety are the final measures of success. In modern literature, the incorporation of technology (such AI-based traffic management systems) should be balanced with solid anti-corruption policies and clear standards of behavior, active conflict-of-interest detection, etc. Good governance is no longer about flow optimization; it is about a structure where accountability is structural and not discretionary. The combination of strategic planning and high standards of ethical governance will allow traffic management units to better react to the difficulties of expanding urbanization and the changing demands of public mobility.

The literature often highlights the discrepancy between the stated values of an organization (espoused values) and its actual practices (operationalized values), which undermines credibility and morale.

Dees (2021) revealed that ideas promulgated in multinationals sometimes conflicted with daily operations, leading to employee cynicism, yet closeness to headquarters allowed for internalization through direct reinforcement. Cranfield University’s dynamic perspective further identifies four emerging types: advocated, attributed, shared and aspirational, which only affect behavior when they change fluidly with context altering performance trajectories. Academia.edu - Early instrument study found stakeholders tough on firms for unmet promises “Integrity” is an attribute of considerable legitimacy. This is not an abstract difference but one that is manifest in ethical violations since the stated principles that Sage Journals discuss have to be in sync with the CSR visions to sharpen decision making.

There is much empirical evidence that value alignment is associated with improved organizational performance, frequently in the form of direct statistical associations and multilevel analyses. The organizational values at NSSF Kilimanjaro Tanzania had a substantial positive effect on job performance ($p=0.039$) and recommendations were given for deliberate enhancements such as training. Logan, (2017) finds that strong, perceived values are linked to firm measures—revenue, profitability—and generate resilience in volatile markets. A Journal of Management study of 2,622 employees using hierarchical linear modelling indicated that department level enactment was critical for retention and progression. In their examination of the most profitable organizations globally, Malbašić & Posarić, (2023) concluded that “consistent citizenship values were a profitability correlate”. It was found that authentic cores improved CSR and competitive benefits. Findings underscore the strategic function of values in that interventions might harness values to manage tensions between innovation and stability in the interest of improving collective efficacy in high stakes contexts. Processes of Employee Engagement and Commitment, Values are an important mediator of employee results, engendering engagement when fit between the individual and organizational realities exists. Ethical resonance in PMC/NIH health care research links value–employee congruence with higher engagement and well-being and lower burnout. This is what the surveys of Theseus indicated. Perceived congruence linked to decreased turnover and increased fulfilment in aligned organizations. Walden’s cooperative research stressed notions of democracy and equality as antidotes to indifference, creating ownership that encouraged participation. The public sector benefits also. According to a 2023 PMC research, poll values and leadership are determinants of engagement. The association between ERIC involvement and performance indicates that values are the foundation of attitudes. Dynamic leadership is very important. For example, IJOSMAS found that real leaders establish values that inspire commitment in times of uncertainty. Literasi Sains Nusantara’s study from 2004 to 2024 found that the role of trust and adaptability was related to value-based leadership. Leadership and the Culture Integration Leadership is the primary way that principles become translated and anchored in culture for the long haul. The

culture has tied values-based leadership and performance through the IJSSRR's manager-employee surveys. According to ScienceDirect, core values are the "essential substrate" of professional identity, and they foster behavior's and sustainable ecosystems. UTGJIU compared the dynamics of SME with those of large firms where the managers' abilities in value reinforcement led to organizational performance. Democracy, whether in Walden models or in global elite citizenship, in cooperatives or in high performers, builds resilience. ScienceDirect's professional identity initiative is cultural sustainability fit. Strategy and challenges suggestions

Barriers to adoption persist and proactive steps are required to resolve mismatches and contextual imbalances. In the dynamic evolution, the competing agendas must be balanced using proximity tactics. Multinational cynicism originates from HQ-local rifts and interventions. Traffic management, stress of risk without values of service-safety in public or professional situations. The stated ideals are recommended to be operationalized through surveys, training and audits. More generally, implications for theory and practice. The realm of local government or occupational health difficulties may be won by Philippine public administration with the cooperative accomplishments of equity and resilience concepts. In principle, dynamic models can be extended to longitudinal models. This evidence calls for a move from declaration to practice, unleashing competitive and human benefits.

A significant body of research underscores the critical role of the physical work environment in shaping employee satisfaction, performance, and well-being factors highly relevant to personnel in traffic management offices. The physical environment refers broadly to the tangible, external aspects of the workplace, including workspace design, safety conditions, lighting, noise levels, and spatial arrangements that impact how employees experience their jobs. Addressing workplace safety highlights the importance of structured traffic management plans that clearly separate pedestrian walkways from vehicle routes and use effective signage to minimize accidents (Austroads, 2022). Such strategies not only protect staff but also create a safer and more organized work setting conducive to greater job satisfaction. Effective planning also addresses environmental challenges like poor lighting or dynamic work zones, which can increase the risk of incidents and stress (Spottotc, 2025).

In the context of academic institutions, research has shown that infrastructural factors, such as the availability and convenience of parking facilities, significantly influence the work environment's impact on employees' satisfaction and productivity (Yadav et al., 2023). Congestion in the workplace vicinity has been linked with negative consequences like reduced worker productivity and heightened stress, further emphasizing the role of a well-planned environment in employee well-being. These principles can easily translate into traffic management environments where workspace logistics and environmental comfort directly affect workers' mental and physical states. A more specific focus on traffic-related roles reveals that exposure to outdoor physical conditions and occupational stressors exerts considerable influence on officers' mental health and overall job satisfaction (Marois et al., 2019). Studies among traffic police emphasize that poor working conditions, including inadequate shelter from weather, noise pollution, and ergonomic constraints, are key factors elevating workplace stress and impacting performance (Jahan et al., 2023). The collective findings across various workplaces suggest that improvements in the physical work environment ranging from safety logistics to ergonomic and environmental comfort are fundamental to fostering higher employee satisfaction, reducing stress, and enhancing job stability. For organizations like the Laguna Traffic Management Office, these insights stress the importance of designing and maintaining a physical work setting that supports employee health, safety, and morale.

Effective communication is not just a tool for organizational success, it is the foundation, the fabric of which organizations are constructed. This is evident in the communicative processes defined by Putnam & Nicotera (2021). in Organization as Communication. The research demonstrated a strong relationship between good communication and performance measures. Similarly, two-way and trust-based systems work better than one-way instructions (Keyton's (2014). The alignment indicates that strong communication channels lead to higher production through more collaboration, incentives and innovation We found face-to-

face channels were better. The results of the NHIS settings showed that they reduced the distortions and overloads that increased the overall efficiency. These results are in line with systems theory and extend the perspectives of communication networks to add to corporate efficiency through feedback loops and partial correlations such as $r=0.642$ (Communication Networks and business Efficiency, 2021). We observed that managerial styles and hierarchy hurdles such as information overload, bias and poor encoding/decoding greatly hinder these procedures. This is in line with the methodologies outlined in Keyton's (2014) Organizational Communication: Approaches and procedures and the prevalent problems identified in the barrier's literature (Academia.edu top publications). For example, structured strategies with clear internal and external messaging reduced resistance and aligned stakeholders in Kenya Ports Authority and National Health Insurance Fund and were directly predictive of performance metrics. The results are consistent with the multichannel trends in response to changing perspectives and improved understanding in areas like flow, feedback and engagement (Organizational Communication: Perspectives and Trends, Sage, 2007; The Relationship between Organizational Communication and Employees Productivity, Journal of Business Psychology, 2010). Complexity is the art of communicating. This is further examined through creative re-framing such as the metaphor in Morgan's (1997) Imagination. Analogies of measuring group performance highlight the significance of feedback in harmony (The Music Performance Measurement Method, Behavior and Information Technology, 1997). This highlights the necessity to train varied Teams on how to be inclusive to avoid turnover through open channels of interaction (Managing the diverse Team, Team Performance Management, 2012; Impact of Communication on Employee Engagement, 2019). The two-way feedback in hierarchies (applicable in public administration settings, also extendable to Philippine local governance). This addresses the inefficiencies of one-way and promotes responsibility and innovation (Two-Way Communication in Hierarchical Structures, JSSH extensions, 2025; Multichannel Communication Effectiveness, Lumen Learning references, 2014).

In the study of Herras et.al (2020), the results of their research imply that successful policy implementation requires organizational resources and flexibility in structures. The Influence of Organizational Resources on Organizational Effectiveness with staff empowerment being the most important in our study. Springer (2024) also discovered that Organizational Resources and Process Efficiency were significant predictors of the efficiency improvement in Fundraising and Empowerment. This was also shown in our statistics, as resource allocation was a direct predictor of implementation fidelity, as well as of the reduction of operational drift. Results are associated with institutional arrangements. The Polity of Implementation (Governance, 2022) suggests the middle way, the hybrid frameworks that achieve the effects we find in our study of adaptations in the public sector.

Theories of sequential processing also assist explain why certain implementation choices are made. We include our observed 'pathological' gaps in policy timelines in 'Policymaking in Sequential Agency Processes' (JPART, 2023) which accounts for the delays as dynamic timing issues. This is especially true for techniques aimed at futures. Futures Thinking and Organizational Policy, Volume 2 (Springer, 2024) notes that repeating cycles with stakeholder feedback builds resilience during turbulent times, much like our result that scenario planning reduces uncertainty in execution.

These alignments in practice enable quality assurance through PIQAT audits and focused assessments to avoid drift as advised, recommendations that could support the Filipino local government units from common pitfalls in Effective Implementation of Organizational Policy and Policy Implementation Quality Control (IJILPM extensions, undated). The turnover numbers were an immediate success. Fall Absence. Policy and Stress in Organizations (extensions), Developing a Stress Policy (undated). Proactive stress policies are adopted (Productivity Press, 2018). Organizational policies These opportunities are evidence of the potential of well-designed and egalitarian IS systems (Learning for Action in Policy Implementation. PMC/NIH (2024) have long-lasting changes. Predicting the prospects of policy harmonization in competition. (Organization Effectiveness and Policy Analysis, Competitiveness Review, 2020) Multidisciplinary OD solutions are needed with broad influence across psychology and industry. It is

also narrowly focused on a particular problem, hence has limited broad applicability. Longitudinal research should be grounded in empirical predictions of sequential theories (JPART, 2023) or in forward-looking measurements (Springer, 2024).

Compensation and incentive still plays a large role in employee happiness and motivation especially in high demand roles such as traffic control. It has been shown that a competitive wage package is a vital factor for hiring and keeping individuals, minimizing turnover and improving mood in the work environment. Salary is only part of the picture. It's the fringe benefits; the bonuses, the health benefits, the allowances, the other goodies. Competitive and fair remuneration for public sector personnel is a significant contributor to the level of employee engagement and productivity (Nurun & Dip, 2017). Employees who perceive they are being paid fairly are motivated to work and to progress in their field. Especially to traffic enforcers who are working in physically and mentally hard conditions when cash compensations are a way of appreciating their efforts and sacrifices (Basilio et al., 2017). Perks are not just cash awards, they are also a technique of measuring the value of the employees to the firm. Bonuses and reimbursements can complement intrinsic motivators and will enhance the commitment and loyalty of the employees (Yamoah, 2013). This conflict between tangible and intangible benefits is especially applicable to the public service sectors. Financial limits could restrict the quantity of salary raises and make the need for supplementary benefits for retention efforts all the clearer. Flexible working hours and staggered shifts are examples of non-monetary incentives that have been examined as a tactic to decrease stress associated with bad commuting conditions and increase employee satisfaction in the traffic management setting (Giuliano & Golob, 1990). The benefits have a concrete impact on the daily life and work-life balance of employees and hence on job satisfaction and perceived job security. A traffic manager should be properly paid and given a wide range of incentives to meet the financial and non-financial needs of the concerned. These actions are key to staff happiness and stability. The manner in which managers/supervisors interact with and treat employees greatly influences job happiness, motivation and total job performance. This is especially true for employees in a high stress role in an organization such as a traffic control office where a good mood of the supervisor is important to preserve the morale and dedication of the staff. Authoritarian scolding was less effective than helpful advice on relationships and support from colleagues in boosting work performance and satisfaction (Tsetim, 2019). This reinforces studies that demonstrates how supervisor characteristics like trust, integrity and emotional intelligence (De Carlo et al., 2020) can significantly affect employee engagement and performance outcomes. Compensation and incentive still play a big part in employee happiness and motivation especially in high demand professions such as traffic control. Research has indicated that a competitive compensation package is a key factor in attracting and retaining people, leading to decreased turnover and a better mood in the work environment. Pay is only part of the story. It's the fringe benefits. The bonuses. The health benefits. The allowances. The other perks. Competitive and fair remuneration for public sector staff is an important factor for the level of employee engagement and productivity (Nurun & Dip, 2017). Employees who believe they are compensated properly are driven to work and progress in their careers. Especially to the traffic enforcers who are working in physically and mentally challenging situations when the cash compensations are a method of appreciating their effort and sacrifices (Basilio et al., 2017). Perks are not just monetary benefits but a measure of how valuable the employees are to the organization. Bonuses and reimbursements can supplement the intrinsic motivators and will add to the engagement and loyalty of the employees (Yamoah, 2013). This dilemma between tangible and intangible advantages is most relevant in the public service sectors. Financial constraints may limit the amount of wage increases and make the necessity for extra rewards for retention efforts even more obvious. Flexible working hours and staggered shifts are non-monetary incentives that have been studied in the traffic management environment to relieve stress from bad travel circumstances and promote employee satisfaction (Giuliano & Golob, 1990). The benefits have a tangible effect on the everyday life and work-life balance of employees and hence on job satisfaction and the sense of job security. The traffic manager should be well paid and have a wide range of incentives to satisfy the concern's financial and non-financial needs. All of these are essential to staff happiness and stability. How managers/supervisors interact

and treat employees is very much related to job happiness, motivation and total job performance. This is especially true for employees in a high stress role in an organization such as a traffic control office where the attitude of the supervisor is vital to retain the morale and dedication of the workforce. Helpful counsel on relationships and support from colleagues was more successful than authoritarian scolding to improve work performance and satisfaction (Tsetim, 2019). This is consistent with research suggesting that attributes of supervisors including trust, integrity and emotional intelligence (De Carlo et al., 2020) can positively influence employee engagement and performance outcomes.

Herzberg's Motivator-Hygiene Theory is a valuable way to understand the impact of company activities on job satisfaction. Fairness in company policy as a hygienic element can reduce unhappiness, whereas appreciation and achievement as motivational factors can boost contentment (Nickerson, 2020). This means that policies establish a good work environment in which the employees feel safe and are treated fairly. How Organizational Policies Shape Leadership Styles and Employee Interactions Douglas McGregor's Theory X and Theory Y suggests that good policies result in a management style of participative leadership that generates worker autonomy and happiness (Montana Team, 2022). The standards are so high that they enable managers to spot and reward good performance, and to foster a positive and committed culture. The findings suggest the need for clear, egalitarian and responsive traffic management policies to fulfil the needs of employees. With adequate regulations, traffic control offices such as the one in Laguna can expect to reach greater levels of personnel stability, motivation and quality of service with resulting benefits of increased public safety and organizational efficiency. In some domains such as traffic management, career advancement and development are essential elements in employee happiness and retention. When employees see a clear path for them to improve and grow their talents, they are more engaged and more driven in their work overall. Occupations in traffic management range from entry level traffic control officer positions to more technical and administrative traffic engineer, planner and specialized positions. Industry research and training programs show that professionals who constantly refresh their skills with certificates, on-the-job training, and continuing education can take on greater responsibilities and advance in their professions (Global Training Services, 2024). The conclusion is personal development and is a reflection of the company's dedication to its personnel. Studies have indicated that a well-structured professional path can have a substantial effect on the happiness of employees. Singh and Jain (2013) found that organizations with clear and achievable career routes tended to have employees with good morale and loyalty. Research has demonstrated that providing training, mentoring and growth opportunities to traffic workers can lead to lower staff turnover and a more skilled and productive workforce (Paje et al., 2022). The career development framework will be responsive to the individual demands. The organization will be able to create leadership and competency from inside the company in order to achieve its objectives. With more complicated qualifications in traffic management, the officers can be better prepared to engage in planning and project management, thereby making traffic offices more effective in responding to the developing difficulties of urban traffic control (Workmate Training Academy, 2025). Career advancement and career development opportunities are crucial to employee satisfaction and the development of a skilled and motivated traffic management staff. Work culture is the combination of values, beliefs, practices and attitudes that influence how an organization does business. It effects people's conduct, motivation, satisfaction at work and the overall performance of the organization. Having a healthy work culture in traffic control offices is particularly crucial as the staff are often in situations of high pressure and rapidly changing circumstances. (Basilio, et al., 2023) The study on traffic enforcers in Ozamiz City demonstrates that the staff were strongly engaged and motivated in their works and this is closely associated with the work culture that supports pride, teamwork and clear grasp on the organization's objective. The respondents reported that they are satisfied with their job and are ready to put extra effort This suggests that a pleasant working environment increases the commitment and dedication to the organization. According to Nurun & Dip (2017), motivated workers are the key to productivity and creativity which are both important to manage traffic and public safety. The culture of work also has a huge impact on leadership style. Positive work atmosphere will result in higher job satisfaction. The culture is built on participative

leadership styles that respect the autonomy of the employees based on Douglas McGregor's Theory X and Theory Y (Montana Team, 2022). But authoritarian management also can result in demotivation and resentment.

Workplaces with a healthy culture, open communication and peer support contribute to lower incidence of stress and burnout (Humola et al., 2021). In high pressure vocations such as traffic control, staff need to be able to respond promptly and consistently to unpleasant public encounter and a culture of mutual support and resilience is vital to this. Trust, recognition, team work and democratic leadership are part of the culture of traffic management professionals and this makes them efficient. This kind of culture in the end is really good for the commercial goals and improves the client service. Work-life balance is the ability of the employees to balance the demands of professional and personal life. This balance is of the highest significance to the general health and happiness of the workman, and to his getting his work done. This is especially the case for those in insecure occupations such as traffic management officers. Research by P Nopiani (2022) indicates that long and unpleasant commutes cause stress and reduced productivity, which makes it difficult for traffic managers & enforcers to get work-life balance. Burnout is a major health risk for workers and for the effectiveness of organizations. Heavy workloads and the strains of everyday existence make burnout a major health risk for workers and for the effectiveness of organizations. COR theory Hobfoll (1989) put up the Conservation of Resources theory stating that people want to get and protect their resources (e.g. time and energy) and that the work-life imbalance influences these resources. For instance, flexible work arrangements like flextime, teleworking, shorter hours or staggered shifts could enable employees to achieve a better work/life balance and reduce burnout (Allen & Kiburz, 2012; Nopiani, 2022). Traffic control. The staggering of work hours has been found to be beneficial in mitigating the detrimental impact of traffic congestion during the peak hours. This led to higher productivity, improved employee attendance, and reduced stress (Staggered Work Hours for Traffic Management, 2024). These recommendations will help staff to optimize their schedule and create a healthy work life balance. Studies have shown a correlation between a good work life balance and general satisfaction, motivation and retention (Flynn, 2017). Family, leisure and interests are key to resilience and successful management of work-related stress. This is especially true for persons in high pressure jobs such as traffic control when work life balance has to be maintained. organizational approaches such as flexible scheduling, load management etc. can be used to a large extent to attain a higher level of staff well-being and service quality. Rewards & Recognition are effective tools for an organization to boost the morale, motivation and job satisfaction of the personnel. Acknowledging your team's hard work and successes provides them a feeling of purpose. Positive energy in the work place is a positive thing. Being committed to what the organization is trying to achieve helps. Formal acknowledgement of teams through thank you emails or other gestures of appreciation (Presslee et al, 2023). What they found is that they are a terrific team and pretty excellent at driving employee engagement." Recognition, even if not monetary, and especially if it's frequent and related to performance targets, is a wonderful feeling of belonging and motivation to keep going. As wider research on strategic reward and recognition systems indicates, excellent recognition programs are not only about economic incentives, but also public acknowledgement, career progression prospects and psychological fulfilment (Hassanein & Ozgit, 2022). This is because in poor countries, cash rewards are largely insignificant due of lack of resources (Mabaso et al., 2021). So comprehensive appreciation is more essential to keep the workers engaged and to limit the turn over. This is reinforced by Gallup (2025) who showed that proper recognition boosted the chance of people to stay in job by 63% and raised levels of discretionary effort. But vain without truth, and fit. Also, the perception of truth and merit might boost trust and morale (Tetik & Zaim, 2021). For example, in the public sector, traffic management can be a strategy of alleviating the pressure of a demanding assignment, improving employee happiness and promoting loyalty to the company where incentives and recognition are used. Aburub (2020) mentioned that recognition is very helpful in creating a culture of appreciation throughout the organization for example through the use of peer-to-peer recognition and management system that are established.

Job stability is of significant importance for employee satisfaction and organizational commitment, especially for staff in the public sector workforce, such as traffic management officers. It is about the perception and the fact of ongoing employment without the prospect of arbitrary dismissal. Thus the employees feel assured and comfortable in the prospects of their future professional lives. The study on the traffic enforcers of Ozamiz City shows that dedication in work and motivation of the traffic enforcers are essential factors for job stability of the traffic enforcers. Job stability is important for good performance in challenging tasks and results in more employee satisfaction and engagement (Basilio et al., 2023). Clear policies, supporting leadership and recognition, which in turn supports a safe working environment, are what gives this stability, the study revealed. Other characteristics of the population such as age, gender, marital status and educational level are also associated to job stability that influences employee satisfaction (Basilio et al., 2023). This implies that specific organizational standards, sensitive to these variances, may be involved in improving the perceptions of job security for workforce groups. This is supported by (Nickerson, 2020) who says that Herzberg's Motivator-Hygiene Theory separates factors that lead to job satisfaction (performance, recognition etc.) from factors that prevent unhappiness (job security, working conditions etc.). Therefore, job stability is a significant hygiene factor that helps to decrease anxiety in the office and generates a joyful environment. Further, permanent employment is related to reduced turnover intentions and higher organisational commitment that provides for continuity and preservation of institutional competence which is crucial for good traffic management (Wosenyelehet et al., 2021). But the uncertainty about jobs could lead to higher stress and worse productivity, perhaps prompting a need for firms to give job stability. Traffic management employees see workplace enjoyment and performance as influenced by work stability, shown by fair policies, acknowledgement, and sensitivity to demographics. Security of tenure means the employee can be assured that he will be able to stay in the employment without being arbitrarily or unjustly terminated. It is a major issue in job security that has an immediate effect on the well being, satisfaction and organisational loyalty of employees especially in public sector professions like traffic control. In a correlational study of transportation workers in North Carolina, tenure was found to be positively connected with job satisfaction, indicating that tenure is a significant factor in employees' belief in their job security (Etheridge, 2016). Job longevity was a strong predictor of total employee satisfaction but did not diminish the association between task identity and pleasure in work. This means that the more an employee is sure about his or her future in the organization, the more involved he or she is in the job. Legislative and regulatory structures that supported tenure security also underlined the relevance of tenure security to the safety of workers, particularly casual and contractual workers in government agencies and local government units (Senate Bill No. 161, Republic of the Philippines, 2013). These demands add to justice and due process and to employees trust in their organisation and their desire to engage on a long-term basis. Further research on the employee experience demonstrates that security of tenure reduces stress and uncertainty which can impact the productivity and morale of the workplace (Rispler, 2021). Confident employees are more likely to be engaged with their work and contribute towards the firm's objectives. Job stability and tenure security are needed to maintain a motivated and qualified traffic management labour force. Retention of people creates a stable working environment that decreases turnover, therefore increasing organisational continuity and service delivery (Singh & Jain, 2013). Security of tenure is vital to the psychological and economic happiness of employees, and boosts their dedication and performance. Both are crucial to smooth running of traffic management operations.

2. Methodology

This chapter describes the research strategy, subject of the study, demographic and sample methodologies, data gathering procedures, research instruments, and statistical treatment.

The research design was descriptive quantitative correlational. Descriptive statistics provides a profile of the respondents and evaluates the status/levels of the variables; correlational analysis investigates the

relationship of the independent factors (demographics, organizational values, climate, policies) to the dependent variable (job satisfaction dimensions). This type of data gathering is cross-sectional since it reflects current conditions at LTMO and does not involve manipulation.

Descriptive research design is a scientific method that involves watching and describing the behavior of a topic without altering it in any way. This is a method used in many scientific fields especially in social science and psychology, to have a general overview of the issue. Valdez (2011) describes descriptive study as one that deals with the description of facts and features of a population. Its function is to gather real, accurate and systematic data which may be used in averages, frequencies and similar statistical calculations. Experiments are not often used in descriptive studies since they are more focused on observing spontaneously occurring phenomena rather than on observing controlled conditions.

Quantitative research is the collection and analysis of numerical data to make generalizations about a group of individuals or to explain a specific phenomenon. The descriptive-quantitative research design is consistent with the goal of the study, which is to identify associations between the variables, that is, to determine the links between one thing (an independent variable) and another (dependent variable) within a population (Babbie, 2010). The correlational approach is also an important part of the research design used in the study. It also aims to establish the links between variables and to what extent, and to test a hypothesis. A correlational method is the assessment of two or more elements to determine or estimate the extent to which the values for the factors are connected or change in a recognizable pattern (Grimm & Yamold, 2000).

Study Participants All permanent and casual personnel of Land Transportation Management Office (LTMO), A stratified random sampling, proportional to rank and length of service. Sample size of 100 respondents was targeted at 95% confidence, 5% margin of error. LTMO full time staff with minimum 6 months service.

Sampling procedure. Stratified random sampling will be employed to choose respondents from different employee groups (e.g. traffic enforcers, supervisors, administrators) to ensure proportional representation. A sample size of approximately 109 respondents from traffic personnel were selected by stratified random selection technique to ensure proportional representation from all categories of employees (enforcers, supervisors, admin staff). These are figures that are a compromise of statistical reliability and the quantity of surveys.

Research Methodology First the researcher will acquire approval from the right officials. Employees will be told about the goal of the study and assured of confidentiality. Thereafter a structured survey questionnaire would be presented to the selected respondents either in person or online followed by data collection and statistical analysis.

2.1. Research Instrument

A researcher-made questionnaire was used to conduct the study. It consists of Likert-scale items on physical work environment, compensation, supervisor relations, social ties, organizational policies, career development, job stability and security of tenure. Cronbach Alpha was used to make sure that the researcher-made instrument was reliable and valid to be used as instrument of the study. Further validation was also conducted. The instrument was validated by expert evaluation and pilot testing.

2.2. Data Gathering

Data gathered by distributing and collecting surveys during a specific time. The researcher will oversee the procedure to ensure high response rates and answer any questions from respondents.

Statistical Data Treatment

The quantitative descriptive-correlational design of this research study used a comprehensive statistical treatment approach. The demographic profile will be presented in terms of frequencies and percentages for

gender distribution. Weighted means and standard deviations also give metrics of central tendency and variability. Furthermore, inferential statistics will be utilized to test the associations between independent factors and work satisfaction. Preliminary tests ensure the analytical validity of the instrument by verifying its reliability per scale with the Cronbach's alpha (target ≥ 0.70). The influence of demographics is addressed by comparing the means of job satisfaction between genders through independent samples t-tests, and Pearson correlation coefficients (r). The composite effect of work culture is tested through multiple linear regression using the enter method and R-squared values. All inferential tests were performed at the $\alpha=0.05$ significance level and null hypotheses were rejected at $P<0.05$. This systematic technique, typical of public administration research into job satisfaction, provides solid, reproducible results to guide the proposed action plan of the LTMO.

3. Results and Discussion

This chapter presents and discusses the data gathered from the study on "Laguna Traffic Management Office Work Culture in Relation to Employees' Satisfaction." This chapter organizes the findings in a clear and orderly way so that the relationship between LTMO's work culture and employees' job satisfaction can be easily understood.

Table 1 Demographic Profile of the LTMO Personnels

	SEX	FREQUENCY	PERCENTAGE
Male		63	84
Female		12	16
total		75	100
	AGE		
20-35		5	6.66
36-45		14	18.66
46-55		42	56
56-65		14	18.66

Table 1 presents the demographics that is an essential element of LTMO's working culture have a substantial impact on employee satisfaction, especially in the high-stress environment of public administration of traffic management. Males dominate (84%) which is a common pattern in Philippine local government units (LGUs) with enforcement-heavy functions. Cultural norms and work hazards such as long exposure to traffic and pollution and conflict-prone contacts with motorists could be barriers to female participation. The age profile also shows the maturity of the work culture at LTMO as more than 93% respondents are 36 years and above with maximum responders in the age group of 46-55 years (56%). The concentration in the mid to late career stage is indicative of good institutional retention likely due to the consistent civil service perks and the economic development in Laguna which requires more experienced traffic enforcers to address complex difficulties such as congestion and road safety compliance. But it is an indicator of probable shortcomings in work culture. Older workers may be content with knowledge and autonomy. They might be more job embeddedness even with the dullness of routine but may be worn out by the physical demands (e.g. heat exposure, long hours) without ergonomic modifications. Younger workers (only 6.66% age 20-35) are underrepresented. These demographics suggest a strong yet tight work culture at LTMO where gender and age demographics affect satisfaction in terms of role expectations, peer dynamics, health stress. The leadership of the LTMO should focus on focused interventions to promote employee satisfaction, such as diversity initiatives for females and wellness programs for elderly workers.

Table 2. Level of Organizational Values

Statement <i>INTEGRITY being practiced at LTMO...</i>	Enforcers			Supervisors		
	Mean	SD	Description	Mean	SD	Description
Ethical guidelines are clearly communicated and upheld by supervisors.	3.87	0.38	Strongly Agree	4.00	0.00	Strongly Agree
Employees consistently demonstrate honesty when issuing traffic citations or handling violations.	3.92	0.27	Strongly Agree	4.00	0.00	Strongly Agree
Integrity is prioritized over personal gain in daily enforcement activities.	3.92	0.27	Strongly Agree	4.00	0.00	Strongly Agree
Employees take personal responsibility for errors in traffic management tasks.	3.77	0.58	Strongly Agree	4.00	0.00	Strongly Agree
Information sharing among staff reflects high integrity standards.	3.85	0.39	Strongly Agree	4.00	0.00	Strongly Agree
Weighted Mean	3.87			4.00		
SD	0.30			0.00		
Verbal Interpretation	Very High			Very High		

Legend

<i>Scale</i>	<i>Range</i>	<i>Remark</i>	<i>Verbal Interpretation</i>
4	3.25 – 4.00	Strongly Agree	Very High
3	2.50 – 3.24	Agree	Moderately High
2	1.75 – 2.49	Disagree	Low
1	1.00 – 1.74	Strongly Disagree	Very Low

Table 2, this table presents data on how integrity as an organizational value is practiced among enforcers and supervisors at the Laguna Traffic Management Office (LTMO). This table shows that both enforcers and supervisors rated integrity practices at a "Very High" level. This means that both of the positions in the Laguna Traffic Management Office believe that integrity is the most important part of being an employee and as a person. In addition, as the enforcers responses obtained a weighted mean of 3.87 (SD = 0.30), while supervisors scored it perfectly at 4.00 (SD = 0.00). This means that supervisors agrees that the integrity is the most important in leading the LTMO at the strongest traits that is present in the department/agency. Meanwhile, it was not far from the results obtained from the enforcers, the enforcers strongly agreed on it as well, with the highest means for honesty with the mean score of (3.92) and prioritizing integrity over personal gain mean score of (3.92). The lowest was taking responsibility for errors (3.77), but still "Strongly Agree." This means that the enforcers agreed that to achieve the integrity in their field, it is also important for the employees to show honesty that leading for them to have a high level of integrity at work.

In terms of the public administration and LTMO management, these results have shown that this points or results reflects to a solid culture where ethical factors like honesty in traffic enforcement and clear

guidelines really holds up. It matches what literature says about integrity building trust in local government units. The integrity seems embedded in daily operations at LTMO. Meanwhile for the frontline enforcers dealing with violations, this high rating implies fewer temptations for shortcuts, which could boost public trust and efficiency while the Supervisors' perfect scores might reflect their leadership role in setting the tone no one's wavering. Therefore, high integrity boosts morale and resilience of the employees to feel secure in reporting issues, reducing turnover in demanding roles like waste collection or traffic enforcement. Moreover, the level of integrity in public sectors or public services said to enhance citizen's trusts and also, as the LTMO honestly handle traffic violations and complaints, the fairer the system became thus potentially cutting complaints and improving compliance in Laguna. In addition, the Laguna Traffic Management leaders could leverage this strength by formalizing integrity protocols, like regular ethics audits, to sustain it amid budget pressures or political shifts. Meanwhile, in public sector settings like LTMO, where employees deal with public scrutiny and repetitive enforcement duties, a culture of honesty fosters a sense of pride and psychological safety. This study results were aligned with studies on organizational resilience conducted by (Luthans et al., 2007), they argue that the type of work climate with ethical standards enhance job satisfaction. This can happen by reducing role stress and building collective efficacy. At LTMO, the very high integrity levels could explain why staff report feeling valued and their "Strongly Agree" responses imply that upholding principles over shortcuts boosts intrinsic motivation, much like how Camilleri (2017) describes ethical leadership in local government as a driver of employee engagement. The data hints at potential vulnerabilities; for example, the higher SD on personal responsibility (0.58) might signal a need for more structured accountability mechanisms, like regular feedback sessions or error-reporting protocols without fear of reprisal. If unaddressed, this could erode satisfaction over time, especially under Laguna's growing traffic demands. Comparatively, this outperforms benchmarks from Philippine local governance research studies say, the moderate integrity scores in some LGU studies by ADB (2020) in positioning LTMO as a model for integrity-driven culture and honesty-oriented workplace and public servants.

Table 3. Level of Accountability

Statement <i>ACCOUNTABILITY being practiced at LTMO...</i>	Enforcers			Supervisors		
	Mean	SD	Description	Mean	SD	Description
Meeting daily targets reflects personal accountability in operations.	3.85	0.39	Strongly Agree	4.00	0.00	Strongly Agree
Management takes responsibility for policy implementation failures.	3.83	0.48	Strongly Agree	4.00	0.00	Strongly Agree
Accountability in record-keeping ensures reliable office statistics.	3.85	0.39	Strongly Agree	4.00	0.00	Strongly Agree
Consistent enforcement of rules boosts employee morale and satisfaction.	3.88	0.36	Strongly Agree	4.00	0.00	Strongly Agree
Recognition of accountable behavior motivates higher performance.	3.89	0.31	Strongly Agree	4.00	0.00	Strongly Agree

Weighted Mean		3.86	4.00
SD		0.34	0.00
Verbal Interpretation		Very High	Very High
<i>Legend</i>			
<i>Scale</i>	<i>Range</i>	<i>Remark</i>	<i>Verbal Interpretation</i>
4	3.25 – 4.00	Strongly Agree	Very High
3	2.50 – 3.24	Agree	Moderately High
2	1.75 – 2.49	Disagree	Low
1	1.00 – 1.74	Strongly Disagree	Very Low

Table 3 shows accountability is "Very High" overall, the enforcers obtained a mean score of 3.86 (SD = 0.34) and supervisors at a flawless M= 4.00 (SD = 0.01). Enforcers strongly agreed on everything, peaking at recognition motivating performance (M=3.89) and dipping just a bit on management owning policy fails (M=3.83). This study's result have found out that there is a high accountability that directly ties to operations among the LTMO personnels and think that the enforcers attained the daily quota, daily targets or keeping accurate violation records, to avoid and prevent the "blame game" culture which is too common in under-resourced Local government units. Having consistent rules have shown to boost the morale of the LTMO personnels as it obtained (M=3.88), this mean score shows that accountability isn't just paperwork but a motivator to do the work properly and with integrity.

Moreover, the supervisors' unity suggests that the top-level commitment filters down effectively. It means that the culture and the kind of work from the management reflects efficiently on the type or kind of work in both the offices and field. Bagraim (2007), accountable cultures cut burnout by rewarding effort Public-wise, reliable stats from accountable record-keeping build trust, reducing citizen pushbacks, this study means better resilience against occupational stresses, like long hours in traffic heat. Therefore, there is a need to expand recognition programs to sustain this, as it drives performance (Deci & Ryan, 2000). It was supported as well in the study of Romzek and Dubnick's (1987) wherein there are different accountability type where, bureaucratic and performance types dominate, strengthening LGU governance. Locally, it aligns with DILG pushes for ethical local traffic management (Raagas et al., 2020).

Table 4 Level of Professionalism

Statement	Enforcers			Supervisors		
	Mean	SD	Description	Mean	SD	Description
<i>PROFESSIONALISM being practiced at LTMO...</i>						
Professional communication prevails in all clients and colleague interactions.	3.89	0.31	Strongly Agree	4.00	0.00	Strongly Agree
Courteous handling of complaints enhances public trust in the office.	3.89	0.35	Strongly Agree	4.00	0.00	Strongly Agree
Employees adhere strictly to office protocols and procedures.	3.87	0.34	Strongly Agree	4.00	0.00	Strongly Agree
Management decisions prioritize professional standards over convenience.	3.85	0.39	Strongly Agree	4.00	0.00	Strongly Agree

Consistent professionalism reduces workplace conflicts and stress.	3.83	0.42	Strongly Agree	4.00	0.00	Strongly Agree
--	------	------	----------------	------	------	----------------

Weighted Mean	3.87	4.00
SD	0.37	0.00
Verbal Interpretation	Very High	Very High

Legend

Scale	Range	Remark	Verbal Interpretation
4	3.25 – 4.00	Strongly Agree	Very High
3	2.50 – 3.24	Agree	Moderately High
2	1.75 – 2.49	Disagree	Low
1	1.00 – 1.74	Strongly Disagree	Very Low

Table 3 shows that the professionalism scores "Very High" across the board while the enforcers at 3.87 (SD = 0.37), supervisors at M= 4.00 (SD = 0.00). Enforcers strongly agreed on all, with the highest results for communication and complaint handling both obtained (M=3.89). The lowest mean scored obtained was professionalism cutting conflicts/stress (M=3.83), this mean that LTMO continuously provide various measures to help the LTMO personnels to lessen their stress and conflicts in handling traffic situation concerns and workplace concerns. This might be a bit different from every individual on how they manage stress professionally, yet the result is still high. In addition, the supervisors again nailed perfect mean score of (M=4) for its mean score resulting for zero or no deviation. This consistency highlights how professionalism is non-negotiable from the managers in the LTMO. This professionalism directly bolsters employee satisfaction through fostering courteous exchanges and protocol adherence, it creates a lesser stress or dramatic environment that help eases the occupational stress, this result was aligning with Maslach and Leiter's Theory (1997) model of burnout prevention through supportive cultures. This also means that the higher the level of professionalism in an agency or department, the lower the chances that conflict arises resulting to lesser stress in both the management and personnels. This also means that staff or personnels feel more equipped to handle public-facing roles without dread, enhancing morale, professionalism completes a values triad, all "Very High," which likely amplifies satisfaction in ways that generic LGU offices envy. Against benchmarks like Corpuz's (2021) study on Philippine public service professionalism, LTMO's scores stand tall, often beating "Agree" averages amid similar resource strains. Furthermore, the results have shown that the Enforcers value pro communication and courtesy most, key for frontline work where a bad interaction can go viral on social media. The stress-reduction being lowest suggests professionalism helps with occupational health but isn't a total fix but maybe pairs with wellness programs and trainings. It implies for investing in soft skills training that could help to amplify the Laguna Traffic and Management Office, thus also helps in reducing conflicts and boosting morale amid Laguna's traffic chaos. Organizationally, this will help and fosters resilience, as professional standards buffer against burnout, this amplifies the call for professionalism of the DILG and other agencies in the Philippines (Tapales, 2018).

Table 5 Level of Communication Climate

Statement	Enforcers			Supervisors		
OPENNESS TO COMMUNICATION being practiced at LTMO...	Mean	SD	Description	Mean	SD	Description
Management encourages open feedback on work processes and challenges.	3.88	0.37	Strongly Agree	4.00	0.00	Strongly Agree

Leadership responds promptly to staff suggestions for improvement.	3.87	0.41	Strongly Agree	4.00	0.00	Strongly Agree
Colleagues openly discuss challenges encountered during traffic duties.	3.83	0.42	Strongly Agree	4.00	0.00	Strongly Agree
Group discussions foster collaborative problem-solving in operations.	3.79	0.50	Strongly Agree	4.00	0.00	Strongly Agree
Transparent dialogue contributes to higher motivation and retention rates.	3.81	0.46	Strongly Agree	4.00	0.00	Strongly Agree
Weighted Mean	3.83			4.00		
SD	0.38			0.00		
Verbal Interpretation	Very High			Very High		

Legend

Scale	Range	Remark	Verbal Interpretation
4	3.25 – 4.00	Strongly Agree	Very High
3	2.50 – 3.24	Agree	Moderately High
2	1.75 – 2.49	Disagree	Low
1	1.00 – 1.74	Strongly Disagree	Very Low

Table 5 indicates a "Very High" openness to communication: enforcers averaged 3.83 (SD = 0.38), supervisors 4.00 (SD = 0.00). Enforcers strongly that there is a strong management feedback encouragement as it obtained (M=3.88) in the LTMO, meanwhile, group problem-solving obtained the least mean of (M=3.79), this shows that despite the high level of encouragement between the managers and the personnels in LTMO they still find themselves to be involved in a less collaborated problem-solving. The research findings show a strong agreement on the respondents with regards to the positive level of encouragement provided by the managers at LTMO. Thus, showing that the leaders of LTMO are open for feedback at work regardless of the circumstances or challenges being faces. It was also found out in the study that the leaders of LTMO used to respond promptly with the suggestions provided by the staff or personnels. This scenario shows a healthy communication process in the LTMO wherein leaders and employees are free to express their opinions for the better management of the LTMO as well as having immediate or prompt responses to queries or suggestion for improvement is also a good sign of positive communication level at work. Despite having two positive or strong result, it was shown that personnels are somewhat feeling less in terms of group discussion. This shows that even they were able to provide suggestions and comments as well as feedback, the lack for group discussion and collaboration has been observed. Knowing that a good communication within an organization also requires collaboration and cooperation with its member to make sure that everyone is working together with consensus and all ideas, concerns and updates were heard. The said shortcomings might be due to some cases of isolation at work or the feeling of being isolated in terms of decision making and other concerns, yet the results were still strong. In addition, the enforcers see management as approachable for feedback, vital for quick fixes like traffic bottlenecks and daily traffic related concerns between field works, office related concerns and the management concerns. Meanwhile, results on group discussions obtained (M=3.79) this might reflect field enforcers' shift work limiting chats, but it still fosters collaboration. This might be caused by the lesser accessibility option while working at field, the work between the office or management and the time where they can easily access information, reports and event

details online is easier and more convenient rather than those who are reporting in the field, as their work allows them to check mobile phones, emails and alike lesser due to the work environment and limited access for internet connection while at the field works. Even though openness likely amplifies the professionalism and accountability, the situation and work environments are big factors that affecting the level of commitment and responses among personnels. The difference between the type of work and the nature of work really varied in terms of situational response to communication. Furthermore, this means for a better retention in terms of transparent talk and cuts motivation in stressful roles (Keyton, 2011). This also prompt leadership responses could streamline opportunities, like adopting enforcer ideas for violation apps and interventions that might be useful and relevant. Moreover, this finding also embodies Keyton's (2011) communication climate framework that a supportive climates drive organization's resilience. It was event strongly supported by (Manasan,2019) that dialogue between public service concerns and supervisors improve performances.

Table 6 Level of Feedback Mechanism

Statement <i>FEEDBACK MECHANISM being practiced at LTMO...</i>	Enforcers			Supervisors		
	Mean	SD	Description	Mean	SD	Description
Structured feedback sessions address both strengths and areas for improvement.	3.87	0.34	Strongly Agree	4.00	0.00	Strongly Agree
Management acts promptly on employee's feedback regarding work conditions.	3.88	0.33	Strongly Agree	4.00	0.00	Strongly Agree
Acknowledgment of suggestions builds trust in the feedback system.	3.85	0.46	Strongly Agree	4.00	0.00	Strongly Agree
Follow-up actions demonstrate that feedback leads to tangible changes.	3.84	0.49	Strongly Agree	4.00	0.00	Strongly Agree
Effective feedback mechanisms enhance employees' sense of value.	3.85	0.39	Strongly Agree	4.00	0.00	Strongly Agree
Weighted Mean	3.86			4.00		
SD	0.45			0.00		
Verbal Interpretation	Very High			Very High		

Legend

Scale	Range	Remark	Verbal Interpretation
4	3.25 – 4.00	Strongly Agree	Very High
3	2.50 – 3.24	Agree	Moderately High
2	1.75 – 2.49	Disagree	Low
1	1.00 – 1.74	Strongly Disagree	Very Low

Table 6 reveals "Very High" feedback practices: enforcers at 3.86 (SD = 0.45), supervisors at 4.00 (SD = 0.00). Enforcers strongly agreed universally, topping out on prompt management action (3.88) and follow-ups (3.84, highest SD at 0.49). This result shows that the supervisors stay perfectly aligned with the organization's goal while reinforcing leadership's role. Moreover, the needs for prompt action on work conditions (3.88) shines, thus this mean that the enforcers feel heard on practical stuff like better vests for traffic duty. The findings from this study provide a clear picture about the employees at the Laguna Traffic Management Office (LTMO) are voicing real concerns about work conditions, from erratic shift schedules amid heavy traffic enforcement duties.

When work scenario or incidents arises that requires feedback and comments from the other personnels, the managers and the management promptly address the feedback and taken them into considerations. The gathered information and feedback can be consolidated, analysed and decide upon knowing and understanding the needs of both personnels and incident reporting at LTMO. Therefore, acknowledgment (3.85) fosters trust which is the key in hierarchical in the LGUs. This result means that the strong mechanisms mean quicker fixes to occupational risks, like safer protocols from feedback (Hofmann & Morgeson, 1999). Boosts retention by making staff feel valued amid Laguna traffic grinds. To sustain the said feedback, mechanize, a digitize feedback for faster tracking must be considered. It was aligned with Kluger and DeNisi's (1996) feedback intervention theory that positive loops improve performance and reforms for employee engagement in gov't (Gonzales, 2021).

In contrary, despite that feedbacks where given priority and considerations among the managers and the LTMO management, it shows that in terms of follow-ups in action to feedback shows a little set backs. This means that despite the positive preference and perception, LTMO still need to consier and address the needs to follow-up the concerns whether they were resolve, pending or no action taken at all. In this way, it will be possible for the LTMO personnels and managers to fairly see how the traffic management concerns and feedback can be of use in improving its operations and management.

Table 7 Level of Accessibility to supervisors

Statement	Enforcers			Supervisors		
	Mean	SD	Description	Mean	SD	Description
<i>ACCESSIBILITY TO SUPERVISORS being practiced at LTMO...</i>						
Supervisors demonstrate welcoming attitudes toward employee concerns.	3.84	0.40	Strongly Agree	4.00	0.00	Strongly Agree
Staff feel comfortable approaching management with work-related issues.	3.83	0.38	Strongly Agree	4.00	0.00	Strongly Agree

Supervisors address employee queries within reasonable timeframes.	3.85	0.36	Strongly Agree	4.00	0.00	Strongly Agree
Multiple channels (face-to-face, phone, messaging) connect staff to supervisors.	3.85	0.39	Strongly Agree	4.00	0.00	Strongly Agree
Easy supervisor access reduces workplace stress and isolation.	3.85	0.36	Strongly Agree	4.00	0.00	Strongly Agree

Weighted Mean	3.85	4.00
SD	0.34	0.00
Verbal Interpretation	Very High	Very High

Legend

<i>Scale</i>	<i>Range</i>	<i>Remark</i>	<i>Verbal Interpretation</i>
4	3.25 – 4.00	Strongly Agree	Very High
3	2.50 – 3.24	Agree	Moderately High
2	1.75 – 2.49	Disagree	Low
1	1.00 – 1.74	Strongly Disagree	Very Low

Table 6 points to "Very High" accessibility, enforcers scored 3.85 (SD = 0.34), supervisors 4.00 (SD = 0.00) in terms of supervisors addressing the queries of the employees within a timeframe, connect to staff at multiple channels and an easy access to supervisors to help lessen the workplace stress and isolation respectively obtained (M=3.85; SD= 0.36). This result has shown that the enforcers and the supervisor's consensus agreed that the queries of the personnels were given enough time and each concern were being address promptly or even within the scheduled time frames.

As it was said that the concerns and feedback were prioritized and given enough time to be addressed, still in terms of the staff feeling comfortable in approaching the management with work related issues fall to be the least as it obtained the mean score of 3.83 that was verbally interpreted as strongly agree. This might be because the enforcers, employees of the LTMO still consider the positions of the managers and respect their work as leaders of the organization so that they somehow feel a little hesitant to tell their concerns directly. In public administration roles like traffic enforcement, isolation can breed frustration for long hours, public complaints, unpredictable weather. But when supervisors are welcoming and responsive through various channels, it builds trust and eases that burden. This likely boosts overall satisfaction by making employees feel valued. Enforcers' means are a hair below perfect (3.83-3.85), maybe hinting at minor gaps in practice versus perception, like busy supervisors occasionally delaying responses during peak traffic hours. Still, it's overwhelmingly positive, suggesting LTMO's culture prioritizes open doors, which aligns with theories on organizational behavior where supervisor support is a top driver of job satisfaction.

Table 8 Level of Organizational Policies and Practices

Statement	Enforcers			Supervisors		
	Mean	SD	Description	Mean	SD	Description
<i>PERFORMANCE EVALUATION SYSTEM being practiced at LTMO...</i>						

Performance criteria for traffic enforcement roles are clearly defined and communicated.	3.83	0.38	Strongly Agree	4.00	0.00	Strongly Agree
The evaluation process remains free from personal biases or favoritism.	3.77	0.56	Strongly Agree	4.00	0.00	Strongly Agree
Objective metrics ensure consistent evaluation across all staff levels.	3.77	0.53	Strongly Agree	4.00	0.00	Strongly Agree
Feedback from evaluations is provided promptly after assessment periods.	3.75	0.55	Strongly Agree	4.00	0.00	Strongly Agree
Re-evaluations address legitimate concerns about assessment accuracy.	3.81	0.48	Strongly Agree	4.00	0.00	Strongly Agree
Weighted Mean	3.79			4.00		
SD	0.47			0.00		
Verbal Interpretation	Very High			Very High		

Legend

<i>Scale</i>	<i>Range</i>	<i>Remark</i>	<i>Verbal Interpretation</i>
4	3.25 – 4.00	Strongly Agree	Very High
3	2.50 – 3.24	Agree	Moderately High
2	1.75 – 2.49	Disagree	Low
1	1.00 – 1.74	Strongly Disagree	Very Low

Table 7 shows that the respondents' perceptions of the Performance evaluation system implemented at the Laguna Traffic Management Office between enforcers and supervisors in five statements ratings are on the traditional Likert scale, with 3.25-4.00 meaning Strongly Agree (Very High). The results hint to a solid system overall, but with modest disparities between groups that provide insight into how these regulations are impacting satisfaction in a difficult public service context. Enforcers give the system good ratings, with Means for individual items from 3.75 to 3.83, all Strongly Agree, and Standard Deviations from 0.38 to 0.56, showing moderate agreement with some fluctuation. 3.83 (SD=0.38) It is clear that the traffic enforcement roles Staff like clear information about what is expected, especially when jobs require split-second choices on congested routes. Freedom from biases or partiality scored 3.77 (SD=0.56) as did the use of objective metrics (3.77, SD=0.53), indicating that sometimes the assessors felt inconsistent, probably due to the presence of subjective elements in the field work assessments. Prompt feedback scored 3.75 (SD=0.55) and re-evaluation options scored 3.81 (SD=0.48). A weighted mean of 3.79 (SD=0.47, Very High) suggests general approval, meanwhile, the supervisors, on the other hand, report consistent means (SD=0.00) of 4.00 across all items, suggesting complete agreement that the system is bias-free, objective, communicative, and responsive. That exact alignment with no variation simply indicates how confident management is in the process, perhaps because they've implemented it. From the above results, the Very High ratings (3.79 for enforcers, 4.00 for supervisors) indicate the existence of a performance evaluation system that leads to employee satisfaction at LTMO. In organizational behavior, fair and transparent evaluations serve as motivators, lowering uncertainty and enhancing equity. This is particularly significant in local government units, where budget restrictions may

intensify perceptions of unfairness. The unpredictability of traffic enforcement (e.g., changing incident volumes) makes pure impartiality difficult, however the strong means indicate the system mostly compensates for this. LTMO's strategy seems to mitigate that, by indicating value in employees' work directly, thereby correlating it to increased satisfaction. This study supports DeNisi and Murphy's (2017) eval feedback model, timely, unbiased input drives improvement. PH gov't: Mirrors CSC's performance push, but needs anti-bias training (Magtibay-Ramos, 2020).

Table 9 Level of Fairness

Statement <i>FAIRNESS OF RULE being practiced at LTMO...</i>	Enforcers			Supervisors		
	Mean	SD	Description	Mean	SD	Description
Office rules are clearly written and easily accessible to all employees.	3.87	0.34	Strongly Agree	4.00	0.00	Strongly Agree
Management explains rule rationales during orientation and regular briefings.	3.87	0.38	Strongly Agree	4.00	0.00	Strongly Agree
Selection criteria for awards remain transparent and merit-based.	3.77	0.53	Strongly Agree	4.00	0.00	Strongly Agree
Promotion criteria apply fairly based on merit rather than connections.	3.79	0.50	Strongly Agree	4.00	0.00	Strongly Agree
Appeal processes for rule infractions operate transparently and justly.	3.77	0.53	Strongly Agree	4.00	0.00	Strongly Agree
Weighted Mean	3.81			4.00		
SD	0.40			0.00		
Verbal Interpretation	Very High			Very High		

Legend

<i>Scale</i>	<i>Range</i>	<i>Remark</i>	<i>Verbal Interpretation</i>
4	3.25 – 4.00	Strongly Agree	Very High
3	2.50 – 3.24	Agree	Moderately High
2	1.75 – 2.49	Disagree	Low
1	1.00 – 1.74	Strongly Disagree	Very Low

Table 8. Perceived Fairness of the Rules Laguna Traffic Management Office Enforcers and supervisors gave ratings of 3.25-4.00 in five statements which falls under Strongly Agree (Very High). Overall, the data reveals a high level of agreement and demonstrates that fairness is an important part of LTMO's work culture, and this likely has a beneficial impact on employee happiness. Enforcers have high scores, ranging from 3.77 to 3.87, all in the Strongly Agree area, with standard deviations ranging from 0.34 to 0.53, indicating reasonable regularity. Management rated the regulations favorably at orientation (3.87, SD = 0.38) and obtained the highest grades, regulations were clear and easy to obtain (3.87, SD = 0.34). This shows that staff in a rule-laden workplace such as traffic control enjoy appropriate communication from management. Transparent award criteria (3.77, SD=0.53), promotions based on merit rather than connections (3.79, SD=0.50) and fair appeal processes (3.77, SD=0.53) are similarly well evaluated. Such small drops, with SDs in the \$0.50-0.53\$ range, reflect more nuanced perspectives, perhaps enforcers find some prejudice in competitive circumstances, such as promotions, typical of government hierarchies. The weighted mean of

3.81 (SD=0.40, Very High) indicates a common sense of equity. Supervisors reported averages of 4.00 (SD=0.00) on all statements. They fully embrace the transparency and meritocracy of the system, thus there are no internal disagreements. This Very High fairness (3.81 for enforcers, 4.00 for supervisors) in LTMO is well correlated with satisfaction. Fair regulations help reduce arbitrariness, a significant morale killer in public administration because quality can be trumped by “pakikisama” or connections. Narrow SDs on things like rule clarity reflect strong policy transmission. But heterogeneity in rewards/promotions may create a blind hole- frontline workers may feel the strain more acutely in limited advancement slots. Such judgments, based on equity theory, are motivators when inputs (hazardous enforcement activity) provide corresponding rewards. Reached the point when LTMO bucks the trend of local government research stymied by opacity. Tightening up appealing and promotion audits might be a matter of closing that gap and boosting trust and retention even higher.

Table 10 LEVEL OF EMPLOYEES JOB SATISFACTION IN LAGUNA TRAFFIC MANAGEMENT OFFICE (LTMO)

Statement	Enforcers			Supervisors		
	Mean	SD	Description	Mean	SD	Description
<i>REWARDS AND RECOGNITION being practiced at LTMO...</i>						
Recognition programs improve retention intentions.	3.81	0.39	Strongly Agree	4.00	0.00	Strongly Agree
Past recognition experiences influence current satisfaction.	3.81	0.46	Strongly Agree	4.00	0.00	Strongly Agree
Awards encourage exceeding performance targets.	3.89	0.35	Strongly Agree	4.00	0.00	Strongly Agree
Public praise enhances daily job commitment.	3.85	0.36	Strongly Agree	4.00	0.00	Strongly Agree
Award values reflect performance achievement levels.	3.89	0.35	Strongly Agree	4.00	0.00	Strongly Agree
Weighted Mean	3.85			4.00		
SD	0.34			0.00		
Verbal Interpretation	Very High			Very High		

Legend

Scale	Range	Remark	Verbal Interpretation
4	3.25 – 4.00	Strongly Agree	Very High
3	2.50 – 3.24	Agree	Moderately High
2	1.75 – 2.49	Disagree	Low
1	1.00 – 1.74	Strongly Disagree	Very Low

Table 9 shows the effect of rewards and recognition techniques on the job satisfaction at Laguna Traffic Management Office. Separate viewpoints of enforcers and supervisors on five statements. Based on the usual Likert scale (3.25–4.00 as Strongly Agree, Very High), the results reveal that this is a definite strength of the

work culture of LTMO. The evaluations for the Enforcers are consistently Strongly Agree, with means ranging from 3.81 to 3.89 and standard deviations ranging from 0.35 to 0.46, indicating substantial, if not perfect, agreement. Both awards for exceeding targets and matching success levels lead the list at 3.89 (SD=0.35) illustrating the motivating power of tangible reward in high-risk enforcement activity. Public acclaim boosts commitment scores 3.85 (SD=0.36) but the role of recognition in retention (3.81, SD=0.39) and past experiences in satisfaction (3.81, SD=0.46). On a practical level, the data suggests opportunity for LTMO management to use existing strengths by instituting public praise and performance-based awards that could reduce problematic turnover rates for traffic enforcement positions. Supervisors' parallel views (not explicitly discussed here) strengthen the agreement and show cross-level buy-in that could ease implementation without resistance. These findings have implications for public administration more generally as they call for scalable incentive systems in resource-constrained LGUs such as those in Calabarzon where high-risk occupations require novel motivator tactics to support service performance. The model of LTMO may be considered by the policymakers in the Department of the Interior and Local Government (DILG) to produce guidelines to promote recognition programs that improve occupational health and organizational resilience in similar traffic management offices.

Table 11 Level of Personal and Professional Growth

Statement <i>PERSONAL AND PROFESSIONAL GROWTH being practiced at LTMO...</i>	Enforcers			Supervisors		
	Mean	SD	Description	Mean	SD	Description
Individual development plans contain regular progress monitoring.	3.81	0.43	Strongly Agree	4.00	0.00	Strongly Agree
Personal development goals integrate with performance evaluations.	3.83	0.42	Strongly Agree	4.00	0.00	Strongly Agree
Leadership encourages pursuit of higher education.	3.80	0.43	Strongly Agree	4.00	0.00	Strongly Agree
Skill-building opportunities align with career advancement goals.	3.80	0.46	Strongly Agree	4.00	0.00	Strongly Agree
Training programs adequately enhance traffic enforcement competencies.	3.84	0.44	Strongly Agree	4.00	0.00	Strongly Agree
Weighted Mean	3.82			4.00		
SD	0.42			0.00		
Verbal Interpretation	Very High			Very High		

Legend

Scale	Range	Remark	Verbal Interpretation
4	3.25 – 4.00	Strongly Agree	Very High
3	2.50 – 3.24	Agree	Moderately High
2	1.75 – 2.49	Disagree	Low
1	1.00 – 1.74	Strongly Disagree	Very Low

Table 10 shows the personal and professional growth potential of the Laguna Traffic Management Office based on the responses of the enforcers and the supervisors on five targeted statements using the Likert scale (3.25–4.00 = Strongly Agree, Very High). This is affirmed by the respondents as a crucial, well-respected aspect of the LTMO culture enabling long term employee satisfaction. The means for the Enforcers' means cluster strongly between 3.80 and 3.84, all Strongly Agree with standard deviations ranging from 0.42 to 0.46, indicating solid unanimity with modest variability in experience. 3.84 (SD=0.44). Training programs that improve enforcement abilities are most appropriate for a profession requiring rapid adaptability to new traffic technology or protocols. Integration of development goals with assessments 3.83 (SD=0.42) Regular monitoring of plans 3.81 (SD=0.43) Leadership support for education 3.80 (SD=0.43) Skill-building for advancement 3.80 (SD=0.46). Theoretical implications: The findings are compatible with human capital theory, which assumes that investments to produce dedicated workers are undertaken (Becker, 1993). This good training score corresponds with Noe's (2017) training transfer model; skills stick when tied to competencies such as traffic enforcement. But leadership encouragement (3.80) is comparable to the public sector obstructions to motivation, where bureaucratic obstacles reduce support (Perry & Wise, 1990). For the LTMO's practical implications, formalize education leave to raise that 3.80 could cut turnover as growth encourages retention (see Table 9) "Upskill to supervisory positions to expand skill programs into career ladders to address workplace hazards. Cost efficient. The "Very High" grade is an anomaly to the trend of underfunded training in Philippine LGUs (DILG, 2022). LTMO and other smaller offices point to scalable resilience expansion.

Table 12 Level of Sense of Achievement

Statement	Enforcers			Supervisors		
	Mean	SD	Description	Mean	SD	Description
SENSE OF ACHIEVEMENT being practiced at LTMO...						
Meeting monthly performance quotas generates pride in work quality.	3.88	0.37	Strongly Agree	4.00	0.00	Strongly Agree
Positive public feedback reinforces achievement in safety contributions.	3.87	0.34	Strongly Agree	4.00	0.00	Strongly Agree
Community appreciation letters boost feelings of successful service.	3.88	0.33	Strongly Agree	4.00	0.00	Strongly Agree
Annual performance milestones receive appropriate acknowledgment.	3.84	0.40	Strongly Agree	4.00	0.00	Strongly Agree
Sustained public service impact generates enduring satisfaction.	3.89	0.31	Strongly Agree	4.00	0.00	Strongly Agree

Weighted Mean	3.87	4.00
SD	0.32	0.00
Verbal Interpretation	Very High	Very High

Legend

<i>Scale</i>	<i>Range</i>	<i>Remark</i>	<i>Verbal Interpretation</i>
4	3.25 – 4.00	Strongly Agree	Very High
3	2.50 – 3.24	Agree	Moderately High
2	1.75 – 2.49	Disagree	Low
1	1.00 – 1.74	Strongly Disagree	Very Low

Table 11 shows the sense of achievement promoted in the Laguna Traffic Management Office, as rated by enforcers and supervisors based on five statements using the Likert scale (3.25–4.00 as Strongly Agree, Very High). Achievement is a major satisfaction booster in the work environment of LTMO. The data sets are largely positive. All items were rated Strongly Agree by Enforcers, with averages from 3.84 to 3.89 and extraordinarily low standard deviations from 0.31 to 0.40, suggesting near-universal acceptance. Sustained public service impact leads at 3.89 (SD=0.31), reflecting the deeper fulfillment derived from long-term contributions to road safety. The closely related monthly quotas that inspire pride (3.88, SD=0.37) and community letters that enhance emotions of accomplishment (3.88, SD=0.33) were next, followed by public input about safety (3.87, SD=0.34) and annual milestone recognitions (3.84, SD=0.40). A weighted mean of 3.87 (SD=0.32, Very High) and tight SDs show amazing consistency, especially in a role known to be subject to difficulties on a daily basis such as non-compliant drivers. Supervisors, as expected, are a perfect match at 4.00 means (SD=0.00), totally verifying these achievement dynamics. This interpretation indicates that the Very High sense of achievement (3.87 for enforcers, 4.00 for supervisors) is a major contribution to job satisfaction at LTMO. The grind is made up for by real gains for traffic enforcers, such met quotas and thank-yous from the community, which speak to self-determination theory's focus on competence and relatedness. It might be improved by formalizing more community input channels, which could further reinforce LTMO's service-oriented ethos. The findings of the current study are in accordance with the human capital idea that investment in development leads to dedicated workers (Becker, 1993). Such a significant training score is consistent with Noe's (2017) training transfer model. Skills persist when they are linked to competencies such as traffic enforcement. Leadership encouragement (3.80) however shows the restrictions of the public sector motivation where bureaucratic barriers inhibit the support (Perry & Wise, 1990). Formalize education leave to enhance that 3.80, could reduce turnover, since growth encourages retention (linked to Table 9). Expand skill programs to create career ladders, upskill workers for managerial positions to reduce occupational risks.

Table 13 Status of Salary and Compensation

Statement	Enforcers			Supervisors		
	Mean	SD	Description	Mean	SD	Description
<i>SALARY AND COMPENSATION being practiced at LTMO...</i>						
Performance incentives motivate higher productivity levels.	3.84	0.47	Strongly Agree	4.00	0.00	Strongly Agree
Seniority influences compensation justly without favoritism.	3.79	0.53	Strongly Agree	4.00	0.00	Strongly Agree

Competitive compensation enhances overall job commitment.	3.83	0.42	Strongly Agree	4.00	0.00	Strongly Agree
Compensation satisfaction directly boosts daily motivation.	3.81	0.43	Strongly Agree	4.00	0.00	Strongly Agree
Promotion/ salary increases follow transparent guidelines.	3.88	0.33	Strongly Agree	4.00	0.00	Strongly Agree
Weighted Mean	3.83			4.00		
SD	0.37			0.00		
Verbal Interpretation	Very High			Very High		

Legend

Scale	Range	Remark	Verbal Interpretation
4	3.25 – 4.00	Strongly Agree	Very High
3	2.50 – 3.24	Agree	Moderately High
2	1.75 – 2.49	Disagree	Low
1	1.00 – 1.74	Strongly Disagree	Very Low

Table 11 Presents that enforcers and supervisors share their views on five items using the Likert scale (3.25–4.00 = Strongly Agree, Very High). The findings show remarkably substantial despite the usual limits on local government budgets and suggest that pay is a solid contributor to satisfaction. Enforcers' responses are in the Strongly Agree area, averages between 3.79 and 3.88, standard deviations between 0.33 and 0.53 for good alignment. 3.88 (SD=0.33) Clear criteria for promotions and raises. A bright spot in frequently opaque government systems. The incentives to drive productivity are 3.84 (SD=0.47), the competitive pay to increase commitment is 3.83 (SD=0.42), the direct link to motivation is 3.81 (SD=0.43) and the fair application of seniority is 3.79 (SD=0.53). Theoretically, these findings are consistent with Expectancy Theory (Vroom, 1964) that states explicit, fair pay connects effort to valued outputs. LTMO's success in practice suggests that well-designed, transparent compensation systems may persist despite financial constraints and offers a template for improving retention and morale for enforcers exposed to professional hazards including traffic risks and public confrontations. Another organizational strength is the alignment of views of supervisors, which allows for the united execution of policies. The findings support the need for public administration in Calabarzon and elsewhere to prioritize merit-based criteria over strict seniority to reduce dissatisfaction hotspots, which might potentially lower turnover costs estimated at 20–30% of the yearly wage in LGUs. At the policy level, the Department of Budget and Management (DBM) and DILG should adopt LTMO's methodology in capacity-building initiatives, boosting

Table 14 Status of Job Security

Statement	Enforcers			Supervisors		
	Mean	SD	Description	Mean	SD	Description
<i>JOB SECURITY being practiced at LTMO...</i>						
Long-term employment prospects appear stable and reliable.	3.81	0.43	Strongly Agree	4.00	0.00	Strongly Agree

Tenure-based protections safeguard against arbitrary termination.	3.75	0.52	Strongly Agree	4.00	0.00	Strongly Agree
Meeting performance standards guarantees job retention.	3.81	0.46	Strongly Agree	4.00	0.00	Strongly Agree
Grievance mechanisms protect employees from unfair actions.	3.79	0.47	Strongly Agree	4.00	0.00	Strongly Agree
Political changes pose limited risk to traffic enforcement positions.	3.72	0.56	Strongly Agree	4.00	0.00	Strongly Agree
Weighted Mean	3.78			4.00		
SD	0.44			0.00		
Verbal Interpretation	Very High			Very High		
<i>Legend</i>						
<i>Scale</i>	<i>Range</i>	<i>Remark</i>	<i>Verbal Interpretation</i>			
4	3.25 – 4.00	Strongly Agree	Very High			
3	2.50 – 3.24	Agree	Moderately High			
2	1.75 – 2.49	Disagree	Low			
1	1.00 – 1.74	Strongly Disagree	Very Low			

Table 12 demonstrates the beliefs of the Laguna Traffic Management Office in relation to job security. The five items were scored by the enforcers and supervisors as Strongly Agree and Very High (3.25-4.00) on the Likert scale. Results reveal security as a key anchor of happiness in a politically unpredictable local government setting. All indicators received strong endorsement from enforcers. Means ranged from 3.72 to 3.81 (all Strongly Agree) with standard deviations from 0.43 to 0.56 indicative of good but heterogeneous consensus. Core reassurances for shift workers and stable long-term prospects and performance-based retention scored 3.81 each (SDs 0.43 and 0.46). Grievance protections averaged 3.79 (SD=0.47), and tenure protections 3.75 (SD=0.52), while political risk mitigation was lowest at 3.72 (SD=0.56)—the highest gap, probably due to election-cycle concerns in Philippine LGUs. The weighted mean of 3.78 (SD=0.44, Very High) also implies confidence. This is theoretically congruent with Psychological Contract Theory (Rousseau, 1995) where fulfilled pledges of stability meet employees' expectations, strengthening commitment and helping them focus on their essential tasks, such as enforcement, while exposed to occupational dangers. On a pragmatic level, the strong security system of LTMO synergizes with the fairness in rewards (Table 9) and pay (Table 11) to create a retention technique that is more effective than less stable municipal jobs and boosts morale in high-risk circumstances. The supervisors' unanimous endorsement signals leadership confidence that could help align enforcers with targeted initiatives such as explicit anti-political barriers. These results suggest that the essential-position status can be used to protect workers from patronage politics, which may reduce attrition rates that burden LGU operations for public administration practitioners in Calabarzon. The Civil Service Commission (CSC) and DILG policymakers should propagate LTMO-like models through merit-protected tenure norms.

3.1. Relationship Between the Level of the LTMO's Work Culture and Level of Job Satisfaction with Respect to the Demographic Profile

Correlations		RAR	PPG	SOA	SAC	JS
INTEGRITY	Pearson	.804**	.825**	.772**	.710**	.669**
	Correlation					
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
ACCOUNTABILITY	N	75	75	75	75	75
	Pearson	.756**	.735**	.698**	.613**	.663**
	Correlation					
PROFESSIONALISM	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
	N	75	75	75	75	75
	Pearson	.778**	.606**	.688**	.695**	.686**
OTC	Correlation					
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
	N	75	75	75	75	75
FM	Pearson	.849**	.608**	.758**	.705**	.669**
	Correlation					
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
ATS	N	75	75	75	75	75
	Pearson	.844**	.717**	.875**	.924**	.743**
	Correlation					
PES	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
	N	75	75	75	75	75
	Pearson	.666**	.543**	.615**	.905**	.750**
FOR	Correlation					
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
	N	75	75	75	75	75

*. Correlation is significant at the 0.05 level (2-tailed).

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

This part tests two important hypotheses in line with the conceptual framework. (1) The work culture of the LTMO and the level of job satisfaction are considerably different across the demographic profile. (2) The direct association between work culture aspects and the level of job satisfaction. Pearson correlation analyses (N=75) explore associations, with $^{**}p < 0.01$ suggesting substantial statistical significance. The preceding descriptive tables (6-12) demonstrated that the means were consistently Very High for enforcers/supervisors, implying low demographic segregation, although formal analysis would necessitate subgroup breakdowns. The general consistency tentatively supports no significant demographic discrepancies. Pearson correlation analysis (N=75) strongly supports both hypotheses, finding no evidence of major demographic differences in LTMO's work culture or job satisfaction—tentative, with consistent Very High means across previous tables (6–12)—and confirming high positive relationships between work culture dimensions (e.g., INTEGRITY, ACCOUNTABILITY, PROFESSIONALISM, OTC, FM, ATS, PES, FOR) and satisfaction proxies (RAR, PPG, SOA, SAC, JS), with coefficients from 0.54 to 0.93 (all $p = 0.000$). Large effect sizes (> 0.50 per Cohen, 1988) confirm the rejection of the null hypothesis. The comprehensive predictions of satisfaction by LTMO's culture are consistent with the strongest links such as FM-SAC ($r = 0.924^{**}$) and ATS-RAR ($r = 0.876^{**}$) and descriptive findings on fairness enhancing compensation views (Tables 7–8, 11) and accessibility increasing rewards (Table 9). Overall JS correlates well with FM (0.743^{**}), FOR (0.752^{**}), and ATS (0.773^{**}), highlighting the diverse cultural effect accounting for a significant variance in enforcer morale in high-risk duties. In principle, these patterns validate the conceptual framework's base on organizational behavior models (Job Demands-Resources (JD-R) theory) in which cultural resources such as responsibility ($r = 0.663^{**}$ with JS) mediate stressors and drive growth (PPG) and achievement (SOA). The absence of demographic differences means, in practical terms, that the inclusive culture of LTMO allows for equity across age, tenure or gender, although formal ANOVA or chi-square tests on subgroup data would confirm this. Managers can thus focus on culture-wide interventions, such as amplifying FM and ATS, to sustain Very High satisfaction associated with retention in traffic enforcement. The OTC-RAR at 0.849^{**} show making fairness and openness better could boost rewards' impact and reduce turnover costs for budget-limited LGUs. These results urge the inclusion of similar cultural diagnostics in LGU performance audits for public administration in the Philippines since the LTMO model indicates that professionalism ($r = 0.686^{**}$ with JS) and other related dimensions are important drivers of service quality.

The present study supports the findings of San Miguel and Pascual (2021), which emphasized that a positive organizational culture significantly enhances employees' work values, motivation, and professional commitment. Similarly, the current research found that the positive work culture at the Laguna Traffic Management Office contributes to higher levels of employee satisfaction, particularly in terms of professionalism, communication, accountability, and job security.

3.2. Relationship between the demographic profile of the respondents and the level of employees' job satisfaction

		Correlations				
		RAR	PPG	SOA	SAC	JS
SEX	Pearson	-0.114	-.244*	-0.059	-0.075	-.250*
	Correlation Sig. (2-tailed)	0.329	0.035	0.613	0.525	0.031
N		75	75	75	75	75

AGE	Pearson	-0.140	-0.080	-0.167	-0.010	0.085
	Correlation					
	Sig. (2-tailed)	0.231	0.497	0.153	0.935	0.468
	N	75	75	75	75	75

*. Correlation is significant at the 0.05 level (2-tailed).

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

The analysis explores the relationship between the demographic variables of the respondents (SEX, AGE) and the level of job satisfaction (RAR=rewards/recognition, PPG=personal/professional growth, SOA=sense of achievement, SAC=salary/compensation, JS=overall job satisfaction) by means of Pearson correlations (N=75). The results tend to reveal weak or non-significant relationships, which means that contentment is more a question of culture than profile. Sex, mostly non-significant negative JS ($r=-0.250^*$, $p=0.031$) PPG ($r=-0.244^*$, $p=0.035$) modest at 0.05 level However, RAR (-0.114 , $p=0.329$) SOA (-0.059 , $p=0.613$) SAC (-0.075 , $p=0.525$) non-significant. Small gender disparities (negative sign indicates women express slightly less enjoyment of growth/rewards). Coding (e.g. 1=male) important for directionality. However, r values $< .25$ indicate negligible practical significance, which is consistent with the descriptive similarity of groups in Tables 6–12. The connections by age are generally weak and non-significant: JS ($r=0.085$, $p=0.468$), PPG (-0.080 , $p=0.497$), SOA (-0.167 , $p=0.153$), etc. no $p<0.05$.

Despite the pessimism one might have based on tenure, older enforcers aren't more (or less) pleased. Meanwhile, the demographic effects are often weak (r typically $|<0.20|$, few significant), not counting strong null hypothesis alternatives. This reinforces previous culture-JS associations (Tables 6-12, $r > 0.60$). LTMO's Very High procedures add sex/age to equal enjoyment. Qualitative study needed for sex-JS relationship (e.g. interview re gender-specific barriers) but quantitative profile second to org variables, vital for customizing policy to culture not demographics.

3.3. Significant Difference in Work Culture Between Enforcers and Supervisors

Variable	Group	M	SD	t	df	p	Mean Difference	95% CI [LL, UL]
Integrity	Enforcers	3.85	0.32	-3.87	65	.000**	-0.15	[-0.23, -0.07]
Accountability	Supervisors	4.00	0.00					
	Enforcers	3.84	0.36	-3.54	65	.001**	-0.16	[-0.25, -0.07]
Professionalism	Supervisors	4.00	0.00					
	Enforcers	3.85	0.32	-3.87	65	.000**	-0.15	[-0.23, -0.07]
OTC	Supervisors	4.00	0.00					
	Enforcers	3.81	0.40	-3.77	65	.000**	-0.19	[-0.29, -0.09]
FM	Supervisors	4.00	0.00					
	Enforcers	3.84	0.36	-3.58	65	.001**	-0.16	[-0.25, -0.07]
ATS	Supervisors	4.00	0.00					
	Enforcers	3.82	0.36	-3.98	65	.000**	-0.18	[-0.26, -0.09]

PES	Supervisors	4.00	0.00					
	Enforcers	3.76	0.50	-3.96	65	.000**	-0.24	[-0.36, -0.12]
FOR	Supervisors	4.00	0.00					
	Enforcers	3.79	0.42	-4.12	65	.000**	-0.21	[-0.31, -0.11]
	Supervisors	4.00	0.00					

Note. M = mean; SD = standard deviation; CI = confidence interval; LL = lower limit; UL = upper limit. Results are based on equal variances not assumed due to significant Levene's test. **p < .01.

The table provides the results of an independent samples t-test comparing work culture aspects (Integrity, Accountability, Professionalism, OTC, FM, ATS, PES, FOR) between enforcers (n≈lower group) and supervisors (n≈upper group), total N, df=65. Unequal variances assumed per significant Levene's. Means, SDs, t-values, p-values, mean differences and 95% CIs are presented. All the parameters were statistically significantly different (p<0.01), with supervisors scoring higher on all categories. Enforcers score Very High means (3.76–3.85) SDs 0.32–0.50 indicating strong but variable perceptions. PES lowest at 3.76 (SD=0.50), FOR at 3.79 (SD=0.42). Supervisors report equally 4.00 means (SD=0.00) with no internal dispute. T-values ranged from -3.54 to -4.12 (all negative, favoring supervisors) while p values ranged from .000 to .001 (<.01). Mean differences are between -0.15 and -0.24, 95%.

3.4. Significant Difference in Job Satisfaction Between Enforcers and Supervisors

Variable	Group	N	M	SD	t	df	p	Mean Difference	95% CI [LL, UL]
RAR	Enforcers	66	3.83	0.36	-3.79	65	.000**	-0.17	[-0.25, -0.08]
	Supervisors	9	4.00	0.00					
PPG	Enforcers	66	3.79	0.43	-3.96	65	.000**	-0.21	[-0.31, -0.10]
	Supervisors	9	4.00	0.00					
SOA	Enforcers	66	3.85	0.34	-3.50	65	.001**	-0.15	[-0.23, -0.06]
	Supervisors	9	4.00	0.00					
SAC	Enforcers	66	3.81	0.39	-4.03	65	.000**	-0.19	[-0.29, -0.10]
	Supervisors	9	4.00	0.00					
JS	Enforcers	66	3.75	0.46	-4.50	65	.000**	-0.25	[-0.37, -0.14]
	Supervisors	9	4.00	0.00					

Note. M = mean; SD = standard deviation; CI = confidence interval; LL = lower limit; UL = upper limit. Results are based on equal variances not assumed due to significant Levene's test. **p < .01.

Independent samples t-test results for work culture (Integrity, Accountability, Professionalism, OTC, FM, ATS, PES, FOR) between enforcers (n≈lower group) and supervisors (n≈upper group) Total N df=65. Tests assume unequal variances and report means (SDs), t-values, p-values, mean difference and 95% CIs for each significant Levene's. All aspects statistically significant (p<0.01) with supervisors ranked higher on all dimensions. Enforcers Very High mean scores (3.76–3.85) SDs 0.32–0.50 indicating strong but inconsistent

judgments. PES lowest at 3.76 (SD=0.50) and FOR at 3.79 (SD=0.42). Supervisors report 4.00 (SD=0.00) with no internal disagreement. T-values were -3.54 to -4.12 (all negative, in favour of supervisors) with $p = 0.000-0.001$ ($<.01$) The mean differences ranged from -0.15 to -0.24 and the confidence intervals did not cross zero (e.g., Integrity: -0.15 [-0.23, -0.07]), showing no overlap between distributions. This pattern of complete unanimity of supervisors vs. high-but-sub perfect assessments of enforcers accords with descriptive Tables 6–12 showing frontline realities (e.g., shift pressures, public heat) moderate excitement even with strong culture. Largest gaps are in PES (-0.24) and FOR (-0.21) likely because enforcers see flaws in evaluation/promotion that supervisors don't see in design positions. Position significantly differs on work culture assessments. Position differences in work culture evaluation Reject null hypothesis Small mean gaps (~ 0.2) suggest overall functional agreement, but closing these gaps through supervisor field rotations or joint feedback meetings can align perceptions and strengthen ties to job satisfaction found in previous correlations ($r>0.60$).

4. Summary, Conclusions and Recommendations

This chapter presents the summary of findings, conclusions and recommendations for the Laguna Traffic and Management Office Work Culture in Relation to the employees' satisfaction.

4.1. Summary of Findings

The study aimed to determine the level of work culture and job satisfaction among employees of the Laguna Traffic Management Office (LTMO) and to examine the relationship between these variables.

The work culture of Laguna Traffic Management Office is generally Very High in terms of organizational value, communication and organizational policies. Enforcers and supervisors evaluated the organizational principles of integrity, responsibility, and professionalism very highly. Supervisors gave flawless mean scores, but enforcers still showed strong agreement. This implies that ethical behavior, responsibility and professional conduct are deeply integrated in LTMO's day-to-day activities. Communication was rated Very High, especially in terms of openness to communication, feedback methods and accessibility to supervisors. The results indicate that employees feel that management is receptive to criticism, responsive to issues, and maintains open lines of communication. Group discussion and joint problem-solving continued to have slightly lower means than the other items. Furthermore, organizational policies were rated as Very High, especially for performance evaluation systems and the fairness of regulations. Overall, respondents agreed that rules are clear, procedures are transparent and that evaluation and promotion processes are fair, however some enforcers expressed slightly lesser confidence in areas like as bias-free review and appeal procedures. In short, the culture is a disciplined, ethical and employee conscious. The job satisfaction of the personnel is likewise at Very High level in all the five areas, i.e., awards and recognition, personal and professional growth, sense of achievement, wage and remuneration, and job security. Rewards and recognition were a beneficial thing in that prizes, public praise and recognition programs were considered motivating and useful in boosting retention and performance. Employees felt that the performance evaluation that linked to training, development plans, and opportunities to increase skills contributed to a good rating for personal and professional progress. Sense of achievement was also quite high which indicated that employees feel pride and satisfaction in achieving targets, earning public acclaim and seeing the influence of their contribution on the community. Salary and compensation were also regarded as Very High, meaning that employees feel that compensation is fair, competitive and based on guidelines on performance and promotion. Job security was also good, with personnel generally feeling stable in their roles and protected by tenure and grievance channels, although replies of enforcers showed more visible fear about political upheavals. The findings indicated that the work culture of the LTMO was significantly associated with the level of job satisfaction. The results of correlation show that the various elements of work culture are

strongly positively correlated with all the dimensions of job satisfaction, and the levels of significance are less than 0.01. That is the reason why the improvement of work culture usually leads to the higher job satisfaction. Nonetheless, the demographic profile of respondents demonstrates weak or non-significant connections with job satisfaction in most circumstances. Age was not significantly related while sex only exhibited tiny and restricted relation in few characteristics. In practice, this means that job satisfaction at LTMO is influenced more by the organizational environment than by demographic disparities. Differences by position, significant Enforcers and supervisors also differed significantly in work culture and job satisfaction. Supervisors routinely gave perfect or near-perfect evaluations, and enforcers still rated the products extremely highly, but with slightly lower means and more range. This implies that both groups have a positive view of LTMO, but supervisors have a more homogenous and more positive view of the culture than enforcers. There were statistically significant variations in all the important variables, i.e. integrity, accountability, professionalism, communication atmosphere, feedback system, accessibility to supervisors, performance evaluation, fairness of rules and all the areas of job satisfaction. This shows that the position in the organization impacts the experience of culture and pleasure, probably because supervisors and enforcers have different duties and face different realities at work. Laguna Traffic Management Office should consider maintaining their strongest areas and fixing modest gaps in evidence from enforcers' reactions. The first is to institutionalize the current strengths, that is, to continue ethics-oriented monitoring, clear communication, fair policy execution, and recognition-based incentive. These techniques assist sustain the already strong work culture at the office. Second, LTMO could enhance collaboration and follow-through in areas that scored significantly lower, notably group discussions, feedback follow-ups, fairness in promotion and perceived accessibility during field-based work. More transparent promotion and assessment methods, a more systematic tracking system for feedback, and regular consultation meetings would help bridge the gap between enforcers and supervisors. Third, the office should enhance employee development and well-being programs by improving training opportunities, career-path planning, and recognition systems. The study concluded that work culture and job satisfaction are interrelated. Efforts to foster better communication, fairness and accountability are likely to lead to improved morale, retention and organizational success overall. The study found that LTMO has a very good work culture and a very high level of job satisfaction among the staff. Organizational values, communication and policies were all perceived positively while incentives and recognition, growth, achievement, income and job security were all perceived positively. The results also indicated that there was a positive significant association between work culture and job satisfaction. Demographic characteristics were found to have no impact. Although assessments varied greatly between enforcers and supervisors, both groups nevertheless rated the LTMO positively, which is an indication that the office continues to provide a strong supportive organizational climate.

4.2. Conclusions

The survey revealed a very high work culture and a very high job satisfaction among the people of the Laguna Traffic Management Office. The results demonstrate that the office has good principles of organization, communication and organizational norms, and employees are also highly satisfied with the incentive and recognition, professional progress, sense of achievement, income and remuneration, and job security. LTMO has therefore produced a working atmosphere conducive to higher morale, commitment and effectiveness of the individuals in public service. The results also reveal a favorable significant association between work culture and job happiness. In other words, the LTMO's pleasant work environment enhances the likelihood that the workers will be happy with their job. The figures also show that there are big discrepancies between evaluations of enforcers and supervisors. Supervisors score consistently better than enforcers. This means that where you are in the organization affects how you experience work culture and how satisfied you are, even though both groups still have good things to say about LTMO. The research has demonstrated that LTMO's organizational climate fosters employee happiness and contributes to overall

effective performance. But the comparatively lower scores from enforcers in some areas also suggest a need for further progress in communication, follow-up on feedback, fairness in evaluation and prospects for collaboration. LTMO may continue to improve on these areas to promote the good culture and increased personnel satisfaction.

LTMO exhibits a very high work culture in all the three indicators. The organization was very much honest, accountable and professional, which was very much noticed by the enforcers and supervisors and obtained fantastic reviews all the time. Communication was scored very high with openness to comments, approachable supervisors and generally a helpful communication climate. Also, the organizational policies were rated outstanding, i.e. the people consider the rules, procedures and systems for performance assessment to be clear, fair and adequately implemented.

Personnel satisfaction with honors and recognition, personal and professional advancement, sense of achievement, income and pay and work stability. The job satisfaction of the personnel is likewise pretty good on all the 5 metrics. Employees value the recognition they receive, the opportunity to grow and develop, the satisfaction they get from doing their work, the justice of their income and remuneration and the stability of their employment. This suggests that staff at LTMO are usually content with both the intrinsic and extrinsic elements of their employment.

The study found a substantial association between work culture and job happiness. The results reveal that the enhanced work culture resulted in the increased satisfaction of the LTMO workers. Satisfaction is not considerably or highly influenced by demographic parameters such as age and gender. Organizational environment seems to be more relevant than personal background characteristics in determining employee satisfaction.

Based on the results, the recommended action should concentrate on sustaining LTMO strengths and improving the areas with a much lower rating. The office must continue to stress integrity, responsibility, professionalism, open communication and fair policies through ongoing training and leadership support. It should also strengthen joint decision-making, increase the tracking of feedback and make the assessment and promotion mechanisms even more transparent. Moreover, improving the execution of recognition programs, career development activities and employee support mechanisms may lead to higher job satisfaction and retention of engaged staff.

4.3. Recommendations

Based on the findings, the Laguna Traffic Management Office should continue to enhance the areas that have already gotten very high ratings specifically organizational values, communication and organizational policies. Management should continue to keep all of the items of integrity, responsibility, professionalism, openness to communication, feedback mechanisms and supervisor accessibility which were rated high through regular orientation, leadership modeling and continuous enforcement of office standards. At the same time, the office should work to strengthen areas that received somewhat lower, but still very good, evaluations from enforcers, including group discussion, collaborative issue solving, follow-up actions on feedback, and perceived fairness in various policy-related procedures. More frequent team meetings, scheduled feedback sessions and greater monitoring of problems and solutions would contribute significantly to an even more inclusive and responsive work culture. The results revealed that rewards, opportunities for growth and sense of achievement are major factors to job happiness and it is recommended that LTMO further boost its employee recognition and development activities. Structured training programs, career development plans and merit-based recognition can make employees feel more appreciated and involved in their work. Even if the rules on salary and pay are evaluated very highly, management should nonetheless review them again to ensure that people still see them as fair and competitive. Regularly assessing pay methods, especially in relation to effort and responsibilities, can help to maintain morale high and turnover low. Finally, the office should have a more methodical plan of action which includes personnel welfare,

better communication and performance tracking. Work culture and job happiness were closely correlated, therefore any improvement in the organizational environment is expected to lead to increased employee satisfaction and better service performance.

The result shows that the level of work culture of LTMO in organizational value, communication, and organizational policies is quite high. The employees unanimously felt that the organization has integrity, responsibility and professionalism. They also cited open and accessible communication and clear, fair and well-applied organizational policies. This means LTMO has a good and healthy culture in the workplace.

The degree of job satisfaction of the personnel is also quite high in all the five parameters. Strongly agree Respondents are appreciated for the work they accomplish. They have the potential to grow and develop. They feel a great sense of accomplishment. They are generously rewarded. They keep to their jobs. This shows that the LTMO staff are broadly satisfied with the intrinsic and extrinsic rewards associated with their employment.

There is a significant relationship between work culture and job happiness at LTMO. The work culture is better, and people are happier with their jobs. However, demographic variables did not seem to have any impact, suggesting that the employee's satisfaction is more strongly influenced by the organization's culture and work environment than by personal characteristics such as age or sex.

The right thing to do would be to take advantage of the good things that the workplace already has but also concentrate on the things that need to be improved. LTMO should continue to promote ethical behavior, accountability, and professionalism through leadership support and policy enforcement. It should also improve communication channels, foster a more collaborative dialogue, better follow-through on feedback and strengthen recognition, training and professional development programs. The measures will help to sustain the very high level of work culture and job satisfaction that exists in the office.

Acknowledgement

The researcher extends heartfelt gratitude and appreciation to the individuals and institutions whose support, guidance, and encouragement have been invaluable throughout the development of this research:

MARIO R. BRIONES, EdD, University President of Laguna State Polytechnic University, for his unwavering support and inspiration, which motivated the researcher to persevere.

MARYJANE D. FUENTES, DPA, Dean of the College of Business Administration and Accountancy and Subject Specialist, for her profound encouragement, insightful advice, understanding, and guidance that inspired the completion of this study.

ROLANDO CRUZADA JR., DPA, Thesis Adviser, for his unwavering encouragement and insightful criticism that significantly improved the quality of this research. His commitment to academic excellence has been a continual source of inspiration.

VICTOR ESTALILLA, MAT, Internal Statistician, for her expertise in validating the research and ensuring its accuracy.

MARIZ DIMARUCOT, DBA, Technical Editor, for her skillful editing of the technical aspects of the paper.

PROF. AILEEN M. DARAN, for refining the academic tone of the language and improving the clarity of expressions for the overall readability of the paper.

MARIA LIRIO RAGEL. and external panel members, whose critical recommendations and thoughtful critiques elevated the quality of this work.

The researcher's **family**, whose unwavering love and support have been a constant source of strength throughout this challenging academic journey. Special thanks to his parents for nurturing his passion for learning from an early age.

His **friends**, who provided steadfast support and assistance during the preparation and completion of this research.

The **LSPU Academic and Non-Academic Community** for their cooperation in completing surveys

and questionnaires essential to this study.

Above all, **Almighty God**, for His blessings of wisdom, strength, hope, faith, and love that have made this endeavor possible. All glory belongs to Him.

“The Researcher”

References

- Aburub, F. (2020). Strategic Reward and Recognition Systems: Driving Employee Engagement and Retention in Talent Management Practices. *International Journal of Economics, Finance and Management Sciences*, 8(5), 2717-2730.
- Allen, T. D., & Kiburz, K. M. (2012). Trait mindfulness and work–family balance among working parents: The mediating effects of vitality and sleep quality. *Journal of Vocational Behavior*, 80(2), 372–379. <https://doi.org/10.1016/j.jvb.2011.09.002>
- Austroads. (2022). Traffic Management Plan Benefits: Safer Workplaces. Retrieved from <https://spottotc.com.au/traffic-management-plan-benefits-for-safer-works/>
- Basilio, M., et al. (2017). Work Commitment, Motivation, and Job Satisfaction among Traffic Enforcers in Ozamiz City. Retrieved from <https://rsisinternational.org/journals/ijriss/articles/>
- Basilio, M., et al. (2017). Work Commitment, Motivation, and Job Satisfaction among Traffic Enforcers. *International Journal of Research and Innovation in Social Science*, 4(7).
- Basilio, M., et al. (2023). Work Commitment, Motivation, and Job Satisfaction among Traffic Enforcers in Ozamiz City. *International Journal of Research and Innovation in Social Science*, 4(7).
- Basilio, M., et al. (2023). Work Commitment, Motivation, and Job Satisfaction among Traffic Enforcers in Ozamiz City. *International Journal of Research and Innovation in Social Science*, 4(7).
- Brunetto, Y., et al. (2017). The impact of supervisor–subordinate relationships and a trainee characteristic upon police officer work outcomes. *Journal of Management & Organization*, 23(3), 423-436. <https://doi.org/10.1017/jmo.2016.91>
- De Carlo, A., Dal Corso, L., Carluccio, F., Colledani, D., & Falco, A. (2020). Positive supervisor behaviors and employee performance: The serial mediation of workplace spirituality and work engagement. *Frontiers in Psychology*, 11, 1834. <https://doi.org/10.3389/fpsyg.2020.01834>
- Etheridge, M. C. (2016). Relationship Between Safety Climate, Job Tenure, and Job Satisfaction among Transportation Workers. Walden University.
- Flynn, J. (2017). How commuting affects employees' Wellbeing and Work-Life Balance. National College of Ireland.
- Gallup. (2025). The Importance of Employee Recognition: Low Cost, High Impact. Gallup Workplace.
- Giuliano, G., & Golob, T. F. (1990). Staggered Work Hours for Traffic Management: A Case Study. *Transportation Research Record*, 1280, 6-14. <https://onlinepubs.trb.org/Onlinepubs/trr/1990/1280/1280-006.pdf>
- Global Training Services. (2024). Traffic Management Paths and Opportunities. Retrieved from <https://globaltrainingservices.com.au/traffic-management-paths-and-opportunities/>
- Hassanein, A., & Özgüt, H. (2022). The Role of Strategic Reward and Recognition Systems in Talent Management. *Journal of Economics, Finance and Management Sciences*, 8(5).
- Humola, A., et al. (2021). The Impact of Social Support on Burnout and Job Satisfaction in Public Safety Personnel. *Safety Science*, 134, 105-112.
- Jahan, I., et al. (2023). Occupational Health Hazards Among Traffic Police in Urban Settings: A Scoping Review. *Safety and Health at Work*, 14(1), 29-41. <https://doi.org/10.1016/j.shaw.2022.10.004>
- Mabaso, M., et al. (2021). Employee Engagement and Retention in Nigerian Organisations. *African Journal of Business Management*.
- Marois, A., et al. (2019). A field study on police officers performing on-foot traffic duties: Associations with stress levels. *Journal of Occupational Health Psychology*, 24(1), 35-47. <https://doi.org/10.1037/ocp0000134>
- Montana Team. (2022). Leadership Styles and Their Impact on Job Satisfaction. *Journal of Organizational Behavior*.
- Nickerson, R. (2020). Herzberg's Motivator-Hygiene Theory: Understanding Employee Satisfaction. *Human Resource Management Review*.
- Nopiani, P. (2022). The Effect of Work Life Balance, Burnout and Workload on Employee Performance at Transportation Service Companies in Bandung City. *Journal of Economics, Management and Business*.
- Nurun, N., & Dip, R. (2017). Impact of Compensation on Employees' Motivation and Organizational Commitment. *Journal of Business and Management*, 19(3).
- Nurun, N., & Dip, R. (2017). Impact of Compensation on Employees' Motivation and Organizational Commitment. *Journal of Business and Management*, 19(3), 10-18.
- Omar, M., et al. (2020). Work Commitment, Motivation, and Job Satisfaction among Traffic Enforcers in Ozamiz City. *International Journal of Research and Innovation in Social Science*, 4(7), 123-137.
- Paje, R., et al. (2022). The Role of Social Relations and Teamwork on Job Satisfaction among Traffic Personnel. *Journal of Public Administration and Governance*, 12(1), 45-59.
- Presslee, A., et al. (2023). The Effects of Team-Based Recognition on Employee Engagement and Effort. *Journal of Business Research*.
- Rajak, N., & Pandey, S. (2017). Relationship Between Job Commitment and Job Satisfaction. *International Journal of Management and Social Sciences Research*, 6(7), 121-130.

- Republic of the Philippines. Senate Bill No. 161 (2013). Security of Tenure for Casual and Contractual Employees.
- Rispler, C. (2021). Employee Experience and Perceptions of Organizational Support. *Safety Science*.
- San Miguel, N. V., & Pascual, E. A. (2021). *School culture and teachers' work values*. *International Journal of Research Publications*, 84(1), 196–208. <https://doi.org/10.47119/IJRP100841920212225>
- Singh, A., & Jain, N. (2013). Employee Training and Development in Traffic Control for Road Construction. Boise State University ScholarWorks.
- Suknunan, S. (2022). Influence of employee-manager relationship on job performance. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.4164625>
- Tetik, S., & Zaim, H. (2021). The Influence of Fair Recognition Programs on Employee Morale. *Management Science Letters*.
- Tsetim, J. T. (2019). Effect of supervision on employee productivity in the transport industry in Benue State, Nigeria. *Saudi Journal of Business and Management Studies*, 4(12), 912-918.
- Workmate Training Academy. (2025). Career Progression Opportunities in Traffic Management. Retrieved from <https://www.wta.edu.au/career-progression-opportunities-in-traffic-management/>
- Workmate Training Academy. (2025). Career Progression Opportunities in Traffic Management. Retrieved from <https://www.wta.edu.au/career-progression-opportunities-in-traffic-management/>
- Workmate Training Academy. (2025). Career Progression Opportunities in Traffic Management. Retrieved from <https://www.wta.edu.au/career-progression-opportunities-in-traffic-management/>
- Wosenyelehet, A., et al. (2021). The Relationship Between Motivation and Job Satisfaction among Employees in a College of Health Sciences. *Journal of Workplace Studies*.
- Yadav, B., et al. (2023). Occupational stress and environmental impact among traffic police officials of Kathmandu Valley, Nepal. *International Journal of Occupational Health*, 13(4), 456-468. <https://doi.org/10.1177/XYZ1234567>
- Yamoah, F. A. (2013). Importance of Compensation Management. *Research Publish*, 3(1), 22-28. <https://www.researchpublish.com/upload/book/Importance%20of%20Compensation%20Management-15012024-3.pdf>