
Research Article

Job Satisfaction and Organizational Commitment of Municipal Employees in the Local Government of Sta. Cruz, Zambales

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ABSTRACT

Job Satisfaction and Organizational Commitment among Municipal Employees in the Philippines: Insights for Resilient Local Government Units (LGUs) In the rapidly evolving context of local governance in the Philippines, where municipal employees stand as pillars of public service, comprehending how job satisfaction correlates with organizational commitment is vital for nurturing resilient and effective Local Government Units (LGUs). While each of the factors mentioned above has been extensively studied, there remains a large gap in our understanding of how they are constructed and interact with each other within LGUs, especially at the municipal level, such as Sta. Cruz, Zambales — where public accountability heightens the call for engaged, contented teams to work toward sustainable community evolution. The focus of this study is to explore the connection between job satisfaction and organizational commitment among municipal employees at the Local Government Unit (LGU) Sta. Cruz, Zambales. Using a descriptive correlational research design, it used a quantitative survey questionnaire as the main instrument, which was administered through a total population sampling of 190 regular permanent employees to attain comprehensive and representative insights. According to the study, the average LGU-Sta. Average Cruz employees are female, 38 years old, married, college graduates, and 28-year organization veterans. The physical work environment, compensation and benefits, training and development, leadership style, as well as rewards and recognition got the highest rating of very satisfied in LGU – Sta Cruz based on the respondents' answers. Their AKI is also strong with respect to their affective, continuance, and normative commitment to the organization. The other fillers/variables with significant difference depend on their groups and are physical work environment, compensation and benefits, training and development and rewards and recognition, as well as affective commitment to the organization (affective commitment) in accordance with gender as well civil service. Further, the results indicate a significant difference in rewards and recognition and normative commitment based on gender; continuance commitment based on age; and compensation and

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benefits when grouped according to years in service. There exists an extremely significant relationship between the perception of LGU – Sta Cruz employees with regard to their job satisfaction and organizational commitment. The recommendations provided maintain or even enhance the high employee job satisfaction in LGU-Sta. Cruz: execution of a.) team-based seminars promoting candid discussions about creative problem solving, b. Specific retention underscoring the concrete financial and career losses of leaving the company; c.) targeted praise emphasizing loyalty as integral to mission success, dovetailing with employees’ moral obligation and belonging. Finally, LGU - Sta. Age-optimized development programs, to remedy the generation gap by increasing engagement across demographics.

Keywords: *Job Satisfaction, Organizational Commitment, Government Employees.*

Introduction

Job satisfaction is a science of how workers feel about their job, good career components that make them feel valued, or let workers fall in the concept of having a purpose. An organization likely experiences a 50% increase in productivity if employees enjoy their work, are better suited to their jobs, and have high job satisfaction (Futurelearn, 2022). There is always a vital role of employee commitment in enhancing organizational performance (Acuavera, Pena,Gaviola, Leomo & Mendosa, 2021). When employees are happy with their job and committed to their organization, they are more likely to provide better service, work well, and help in achieving organizational objectives. It can also result in lower turnover rate, higher morale, and productivity of the employees (Uzma Ashiq,2020).

Organizational commitment reflects a sense of engagement and dedication that team members show toward their individual jobs as well as the organization, resulting in consistent work performance, constructive relationships, and healthy work cultures. It speaks to how much team members care for their workplace. Highly committed employees can improve workplace productivity, strengthen team morale, and help an organization achieve its goals (Yang et al., 2017)

The nation could progress, so the government employees should strive to improve the effectiveness of delivering public services. But you can only serve excellently if you are

qualified (Francisco 2020). It can be used for improving the working space by measuring employees' job satisfaction and organizational commitment. This is vital for an organization to succeed (Rodriguez,2021)

Additionally, they can promote the well-being and job performance of employees by improving their work-life balance and quality of life through job satisfaction and organizational commitment. Creating a certain work environment that ensures job satisfaction (job satisfaction refers to the extent of comfortable and enjoyable working experiences) and organizational commitment is one important step for the local government to provide a workforce that is motivated as well as dedicated to serve society (Abu Rashed Osman et. al. 2021)

Materials and Methods

A descriptive research design was used in the study, where the survey questionnaire served as a primary tool for data collection. It worked so this method was chosen. Therefore, it assisted the researchers to evaluate, measure, and examine the job satisfaction and organizational commitment of the municipal employees.

Descriptive research is a purposive process of collecting, analyzing, classifying, and tabulating data about prevailing conditions, practices, processes, trends or cause-and-effect relationships and then making a suitable, accurate interpretation of

such data with or without aid from statistical methods (Calderon 2006). Descriptive research intends to accurately and systematically describe a population, situation, or phenomenon (McCombes, 2022).

The survey is relevant in this study, as it helps researchers to formulate generalizations. The questionnaire designed was used to evaluate the job satisfaction and organizational commitment of the municipal employees.

Respondents and Location

The respondents of the research study are the Municipal Employees in the Local Government of Sta. Cruz, Zambales. The population includes a total of 190. The total number of 190 respondents is to be selected through total population sampling within the research locale.

The Instrument

A Research Instrument is any formal or informal tool/assessment used to gather, assess and evaluate data as it pertains to a researcher's findings. Researchers utilize survey questionnaires in the gathering of data and acquiring other information that would ensure the credibility of the study's findings. The primary purpose of a questionnaire in research is to collect relevant data as accurately and validly as possible (Taherdoost, 2020).

The questionnaires for job satisfaction are items indicators from the researcher opinion and from sub questionnaire survey found online, especially at Template. net, that are directly related to the study problem. Organizational commitment items in the survey questionnaire were modified from Allen and Meyer, 1990's Organizational Commitment scale. Three dimensions of organizational commitment: Affective commitment, continuance commitment and normative commitment having six items each.

The respondent profiling according to age, sex, civil status, highest educational attainment, position and years in service and employment status can be gleaned from the first part of the questionnaire. In the second part we assessed the respondents perception of their job satisfaction in respect to physical work environment, compensation & benefits,

Training & development, leadership style and recognition & awards. The final section addresses respondents' organizational commitment (affective, normative, and continuance). It has 55 questions, the answers of the respondents in the second part is on a scale of 4 Very Satisfied so to say about (1) Very Dissatisfied and finally in the last part it is based on (4) Strongly Agree up to (1) Strongly Disagree.

For measuring reliability researcher will use Cronbach's Alpha. "Cronbach's alpha is a measure of internal consistency, which is to say, how closely related a set of items are as a group. It is regarded as a measure of scale reliability" (UCLA: Statistical Consulting Group, 2021).

Data Collection

The researcher was able to obtain the Letter of Permission and approval from the Municipal Mayor of Sta. (Cruz, Zambales, and letters of authorization endorsed by the Dean of the Graduate School of President Ramon Mag-saysay State University) for the conduct of the survey questionnaire to the respondents, when it was prepared it in final draft form from the checklist validity.

For the data collection, the researcher redesigned google forms in designing a survey questionnaire. Google Forms is an effective and reliable online survey development web-based application, which the researcher to receive a fast response (if the reply comes). You will get the access link on Google Forms where you can answer the survey questionnaire via email and Facebook Messenger. Participants will be informed about the details of the purpose of the research and their responses will be kept confidential.

Data Analysis

Data Analysis is a systematic application of statistical and/or logical techniques to describe and illustrate, condense and recap, or evaluate data (Northern Illinois University, 2005). It takes into consideration one of the upcoming parts of the research. The treatment of the research study will use descriptive statistical tools such as frequency and percentages, weighted mean. The inferential statistics tools that will be used are ANOVA and Pearson r, while the information obtained in the

instrument was tabulated, analyze and interpreted correspondingly. The statistical tools mentioned above will help in the following.

1. **Frequency and Percentage** – This was employed to determine the frequency counts and percentage distribution of personal-related variables of the respondents.
2. **Weighted Mean** – This was computed to determine how the respondents perceived job satisfaction and organizational commitment.
3. **Likert Scale** – Shows the class intervals, which include the lower and the upper limits per class, and their corresponding qualitative value used for the interpretation of the computed mean. The interpretation of the results for Job Satisfaction and Organizational Commitment, the following 4-point scale was used.
4. **Analysis of Variance** – A collection of statistical models and their associated estimation procedures used to analyse the differences among group means in a sample. It was computed using the software SPSS version 20.
5. **Pearson r** – This was computed to determine the correlation and/or relationship between two quantitative, continuous variables. Pearson's correlation coefficient (r) is a measure of the strength of the association between the two variables. The Pearson r is computed using the software SPSS Interpretation on the Correlation of Value (r).

Result and Discussion

Profile of the Respondents

In Table 1, the profile of respondents refers to the frequency and percentage of respondents' profile variables with regard to sex, age, department, highest educational attainment, years of service, and income per month.

1.1. Age. Most of the respondents (80 or 42.1%) were aged between 31-40 years old during the period of conducting the study, while (42 or 22.1%) were aged from 21-30 years old, (39 or 20.5%) were aged between 51-60 years old and finally those who fall into the category of ages ranging from 41-50 years

of age was 29 (15.3%): Age ranged from 24 to 96 years with a mean age of 38.39. We get an as-yet chief mid-discipline gathering, most likely with years of professional experience and institutional information. A recent study by De Leon, Rollon, Corpuz, & Desepida (2022) shows that the majority of the LGU respondents are between 33 to 39 years old, most likely due to a higher number of participants coming from such age.

1.2. Gender. 114 (60% of total) were Female; 73 (38.4%) were male, and 3 (1.6%) LGBTQ Community Members. As had already been established, this is also reflective of a female-dominated workforce, which has characterised local government units for many decades, owing to the types of jobs they have that provide administrative, social services, and community support functions. In fact, based on the latest Inventory of Government Human Resources released by the Civil Service Commission (2020), there are more women than men in the civil service. The CSC added that in this regard, human resource (HR) programs and policies must allow women to excel in the various roles they play and harmonize work with family life. The CSC also noted that although women still take leading household roles, an increasing number of them now join the workforce.

1.3. Civil Status. Out of the 190 respondents, 118 or 62.1% are married when at least of similar number, 62 or 32.6% presenters polished and friendly image are their single (4.7%) widow/widower with only one person is demonstrating his lineup of separation state (0.5%). That means that the single-largest segment of government employees are married. The majority of the study subjects (De Leon et al. (2022) are also married. Married participants made up the majority, with second-place single participants. The study was based on the assumption that, more family responsibility, married individuals are more committed to the organization than single or divorced.

1.4. Highest Educational Attainment. 153 respondents or 80.5% are bachelor's degree holders; 27 or 14.2% are high school graduates; 9 or 4.7% are master's degrees and; 1 responding to 0.5%. It can be said that the respondents or employee-respondents were

mostly from college graduates. The vast majority of LGU Sta. This indicates a workforce trained for professional administrative and technical work in local governance. This means that at the top of government position hiring in is higher education among workers. Education level is required to work (Licudan-Credo & Naparota, 2022). Regala et al. recently conducted an unrelated local study (2025) with national government agency employees in the Philippines, most of whom were also college graduates, it said.

1.5. Position. 101 or 68.9% of the respondents are Admin Aide IV; and likewise, 7 or 3.7% for an Admin Aide V; admins with a total number of responses equal to: 2 (or equivalent to: 1.1%) of respondents belong towards being an admin aide V; while there are also numbers stating that they equivalently fall into the category above their grade level which is somehow known as admin aides VI- such a sum around about to be blank in approximately terms is equal up to 6 out of the total! This implies that the majority of employees in the Sta Cruz local government unit are not considered as administrative aides, administrative assistants, or administrative officers.

1.6. Years in Service. To keep these numbers into categories of service years there was taking a look at the effective loop saying higher or lower depending from: The generality were working for 31 to 35 years which most counted number should appear as general (484 out of 92) or in increments result shows results lesser numbers division since outside this doesn't exist less then with high enough

remaining probably haven't broken their skeleton been without down through different half's meaning again worked but it would take them getting last towards limits make people around those average workers who have passed any seal period where moving seems derailed back still low so that revenge returns you only forget dont get moved until severe means least possible already served up more like three before reached if fewer be tired and goes below none once open begin same terrain they pile over others won't show work best. Its average median years in service is 27.89 years. An average of 27.89 years in service sounds like a very adult work force, and long-term employees with great company wisdom and tenure. That indicates the vast majority of municipal public employees have extensive backgrounds in government service and have cultivated a robust sense of loyalty to the institution (De Leon et al. 2022).

Summary of the Employee Perception of Job Satisfaction

The summary table on the employee perception of job satisfaction which is presented in Table 1, shows that respondent are very satisfied with the organization; Leadership Style (3.55) ranked first, Physical Work Environment (3.52) ranked 2nd, Training and Development (3.46) ranked 3rd; Compensation and Benefits (3.39) ranked 4th; Rewards and Recognition () which ranked 5th In aggregate, Job Satisfaction was rated a grand mean of 3.46 or "Very Satisfied".

Table 1
Summary Table on the Employee Perception of Job Satisfaction

No.	Job Satisfaction	Overall Weighted Mean	Qualitative Interpretation	Rank
1	Physical Work Environment	3.52	Very Satisfied	2
2	Compensation and Benefits	3.39	Very Satisfied	4
3	Training and Development	3.46	Very Satisfied	3
4	Leadership Style	3.55	Very Satisfied	1
5	Rewards and Recognition	3.38	Very Satisfied	5

Grand Mean**3.46****Very Satisfied**

Overall, respondents are very happy at work. This is similar to the study conducted by De Leon, Rollon, Corpuz & Desepida (2022) whose findings showed that employees from local government unit of selected municipalities in different provinces attained high level of job satisfaction. It is one of the essential programs by which every kind of organization should work on because this will not only develop the person but also make the organization better.

Workplace leadership styles influence job satisfaction since leaders directly shape the environment, motivation, and culture that inform job satisfaction. Fully satisfied workers are like money in the bank — and after all, leaders should be consciously leveraging satisfaction to protect retention and output rather than leaving it to chance. Behaviours associated with transformational leadership, including communicating a clear vision, offering distinctive support and developing transparent communication build trust and engagement in the promotion of job satisfaction (Hantula, 2018). Different leadership styles affect job satisfaction because they shape the day-to-day work experience which includes communication, feedback and support. And since there is a highly significant correlation between job satisfaction and motivation, retention, and quality of care, the way leaders act becomes one of the main drivers in how positive or negative employees experience their work life (Specchia et al., 2021).

On one hand, they are as satisfied with the physical working environment of their local government unit. In the sense of better physical environment translates to comfort and help enhancing productivity, resulting in higher level of satisfaction (Anasi, 2020). Ultimately, It is not really an overall satisfaction about the physical working environment — all the more with indoor climate, comfort and functionality that makes for perceived satisfaction or productivity; a focus on needs rather than direct environmental impacts (Budie et al., 2019).

Moreover, they are very happy with training and development in the LGU. This leads towards an impact on the job satisfaction from both skill enhancement perspective and supportive work environment perspective. When executed well, training initiatives lead to satisfaction through improved professional competence. The implications can arguably take this discussion further and highlight the importance of a detailed training needs analysis through which programs can be designed that target organizational objectives and make the job sustainable for generations (Paposas & Kumar, 2019).

What is even more interesting, the respondents have only positive feedback about their wages and benefits. So, in better compensation lies greater intrinsic (autonomy) and extrinsic (wealth) satisfaction for employees that engenders talent retention without compromising on the cost-benefit equations. Patients who have a better organization of pay are more satisfied (Supriyanto, 2018), and the results confirm it. Taking the necessary steps that will help organizations find ways to work around a diversified employee base and competence-led workforce, compensating is one of the key elements in creating that ideal dynamic Labor force. We also need to remember that money and rewards, incentives and bonuses play a major role in the employer-employee relationship. The companies must know that a happy employee is a productive employee (Poatob, 2024).

And lastly, the incentive and recognition given in the office is already a matter of great delight for lqus employees. Job satisfaction is greatly enhanced with reward and recognition. Employees generally showed positive attitudes towards such practices and from the data obtained, awards/recognitions in actuality had more impact on overall satisfaction (for long-term employees) as opposed to golden tickets. Ultimately, direct implementation of rewards and recognition strengthens employee accountability, staff retention, and positively impacts the work culture (Muthuswamy & Almoosa, 2023).

Summary Table on the Employee Perception of Organizational Commitment

Table 2 shows the summary table on the employee perception of organizational commitment. The summary results indicate that the respondents strongly agreed on their

commitment to the organization, especially on Affective and Normative Commitment (3.33), which both ranked first, and Continuance Commitment (3.30), which ranked third. Overall, the respondents strongly agreed on their organizational commitment, manifested by a grand mean of 3.32.

Table 2

Summary Table on the Employee Perception of Organizational Commitment

No.	Organizational Commitment	Overall Weighted Mean	Qualitative Interpretation	Rank
1	Affective Commitment	3.33	Strongly Agree	1.5
2	Continuance Commitment	3.30	Strongly Agree	3
3	Normative Commitment	3.33	Strongly Agree	1.5
	Grand Mean	3.32	Strongly Agree	

The constructs being studied were Affective Commitment, Continuance commitment, and normative commitment, and it was confirmed all constructs agreed on having these factors. Hadi & Tentama (2020) were also able to prove in their research that all of the constructs and indicators can reflect and shape organizational commitment. Normative commitment is the clearest indicator of commitment to an organization, and ongoing (or habitual) commitment is the least indicative or relevant for organizational commitment. → It validates the three-component model of organizational commitment (Affective, Continuance, and Normative) by applying CFA. Affective commitment is how emotionally attached employees are to the organization, meaning that they will be loyal and willing to do whatever is necessary for the company. It loaded high in the study — it's indeed a strong driver of overall commitment and therefore helps organizations lower turnover and drive discretionary effort. This has resulted in specialization into continuance commitment, which derives from the perceived costs of leaving an organization, losing lost benefits, and disruption to one's career. As a result, this leads to decreasing turnover but can do so at the compromise of having lower-level employees.] It benefits

organizations, too, because it helps ground them while they weather changing or challenging economic conditions. Fourth of all, the most powerful one is normative commitment, which means an individual feels morally obligated to stay, and there are an alignment between personal values and organizational goals. These drives were core to maintaining performance and ethical behaviour over the long run, critical characteristics of stable organisations.

Employees of the local government units Tagum and Asuncion in the Philippines similarly reported high levels of organizational commitment (Rosal & Schneider, 2024). There is indeed observance of organizational commitment in the respondents. As per the affective commitment, sense of consideration was obtained by respondents in continuance and normative commitment. It means that staff are proud to discuss their company or organisation with individuals; they take full ownership of their duties across the business and view a lack of available assets as one of only a small few downsides to being in their current institution.

Hence each of these types of commitment can have an effect on whether employees choose to leave organization, because each

type affects employees' intention to quit and if all three together are high which will result in embedded employee in the organization which decreases staff turnover rate leading to less omissions incurred by using new job (e.g. recruiting expenses). Affective commitment is employees' wish to stay within an organization as they truly want to, and this links positively with higher levels of engagement. Continuance commitment prevents turnover by causing employees to think about the economic and social losses they would suffer if they left their job. Normative commitment strengthens

loyalty and a sense of duty. If organizations want to have a pipeline of stayers leaders (i.e., who is more likely to commit it), then they need to prepare them through HRM practices (Elisabeth et al., 2021).

Test of the relationship between job satisfaction and organizational commitment

Table 3 shows the Pearson Product-Moment Correlation Coefficient to test the relationship between the assessment of the levels of financial literacy and financial decision making of the respondents.

Table 3

Pearson Product-Moment Coefficient of Correlation to Test the Relationship Between the assessment of the levels of Financial Literacy and Financial Decision Making

Sources of Correlations		Job Satisfaction	Organizational Commitment
Job Satisfaction	Pearson Correlation	1	.708**
	Sig. (2-tailed)		.000
	N	190	190
Organizational Commitment	Pearson Correlation	.708**	1
	Sig. (2-tailed)	.000	
	N	190	190

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

Conclusion

After reviewing the investigations performed, the researchers have concluded:

1. The participants were predominantly female (62.00%), and the mean age was 38 years (SD8. 37), married (82.00%), college graduates (66.90%), work in the organization for 28 years (SD7. 95).
2. LGU – Sta Cruz showed that their respondents in terms of physical work environment, compensation and benefits, training & development, leadership style, and rewards & recognition, are very satisfied.
3. For continuous, affective, and normative commitment, the questionnaires were strongly in agreement.
4. When grouped by gender and civil status, there is a strong variance in respondents opinion on physical work environment, compensation & benefits, training & development, and rewards & recognition. So did the significant gap in compensation and benefits that emerged when participants were divided by years of service, and the one for rewards and recognition when classified by gender, he noted.
5. The analysis shows that the means of affective, continuance and normative

commitment significantly differentiate across data by age groups. When grouped by civil status, significant differences were also found with the other two; affective and normative commitment.

6. The relationship between job satisfaction and organizational commitment of LGU – Sta Cruz employees is significant.

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