

Identification of Factors Affecting Government Job Satisfaction: A Macroergonomic Perspective from the Philippines

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Abstract: This study examines the relationships among job demands, job resources, job satisfaction, organizational commitment, and job productivity within the public sector. Grounded in the Job Demands–Resources (JD-R) framework, the research investigates how work-related factors and personal resources influence employee attitudes and performance outcomes. Using survey data collected from public servants, structural equation modeling (SEM) was employed to test the proposed hypotheses. The results indicate that job demands significantly influence job satisfaction, while job resources contribute positively to both job satisfaction and organizational commitment. Organizational commitment was found to mediate the relationship between job satisfaction and job productivity, confirming its central role in translating employee attitudes into performance outcomes. In contrast, psychological safety and public service motivation did not demonstrate statistically significant effects within the final model and were excluded from further analysis. These findings suggest that, in this context, structural and organizational factors play a more substantial role than individual motivational constructs. The study highlights the importance of strengthening job resources and fostering supportive work environments to enhance employee satisfaction, commitment, and productivity in public sector organizations. Practical implications include the need for management strategies that prioritize resource availability, role clarity, and employee engagement to improve organizational performance.

1 INTRODUCTION

Public service plays a critical role in delivering essential services such as healthcare, education, and transportation, making it a noble profession tied to national development. Many employees enter government driven by a sense of duty to the public good, linking their work to a greater purpose [1]. However, job satisfaction is critical to maintaining motivation and performance. Motivated public servants contribute to effective governance, economic progress, and public trust [2]. In the Philippine context, due to challenging problems like insufficient wages and poor working conditions job satisfaction issues are evident [3]. With this, public service quality is affected as well as organizational commitment.

In the Philippines, only 1.66% of the population represents the public servants, this small percentage makes their role critical [4]. Despite this, most experienced lack appreciation and support from the public. In addition, Filipino government workers,

whose perception is negative due to political patronage and high corruption index which is in contrast India, where government jobs are honorable [5]. Additionally, they have their social and financial lives restricted by job status such as contractual employment and therefore demotivate them further [6]. With this, declination of public service motivation and low job satisfaction are affecting their job productivity.

Public Service Motivation (PSM) theory is a source of personal values that drive public employees to excel in public service. To add, high PSM levels correlate to high job satisfaction and linked performance and commitment [7]. But in developing nations such as the Philippines, PSM is not sufficient to analyze the work outcomes in scenarios where poor research production and corruption issues are prevalent [8].

In addition, other existing models that manage aspects such as recognition, job engagement, rewards, and work-life integration [9]. This study integrated PSM frameworks and macroergonomics domain

through PLS-SEM analysis to determine their influence on job satisfaction and productivity in the government. The results aim to provide the Philippine public sector with civil service policies and reforms through improving human resources and guiding future research.

2 CONCEPTUAL FRAMEWORK

This study integrates macroergonomic domains like job resources and personal resources, public service motivation (PSM) theory which is shown in Figure 1. The framework consists of 14 first-order latent variables: rewards/compensation (RC), recognition (RE), job opportunity (JO), job enrichment (JEN), job rotation (JR), organizational identification (OI), job demand (JD), psychological safety (PS), perceived organizational support (POS), public service motivation (PSM), job engagement (JE), organizational commitment (OC), job satisfaction (JS), and job productivity (JP). To which, 7 hypotheses were created. Furthermore, this integration extends PSM theory by incorporating macroergonomic perspectives in an organization through the motivational drivers to influence job

satisfaction, commitment, and productivity in the public sector context.

2.1 Challenges to Job Satisfaction and Productivity in Philippine Public Service

Job resources are critical factors that enhance employee satisfaction by providing both tangible and intangible support in the work place.

- Rewards/Compensation (RC). Refers to financial incentives, salaries, and benefits that influence employee satisfaction.
- Recognition (RE). The formal or informal appreciation to which employee contributions are acknowledged.
- Job Opportunity (JO). Chances for career advancement and internal promotion.
- Job Enrichment (JEN). Which roles are meaningful, and challenging which provides opportunities for skill development.
- Job Rotation (JR). The availability of different roles or tasks that reduce.
- Organizational Identification (OI). Employees align with the organization’s values and mission.

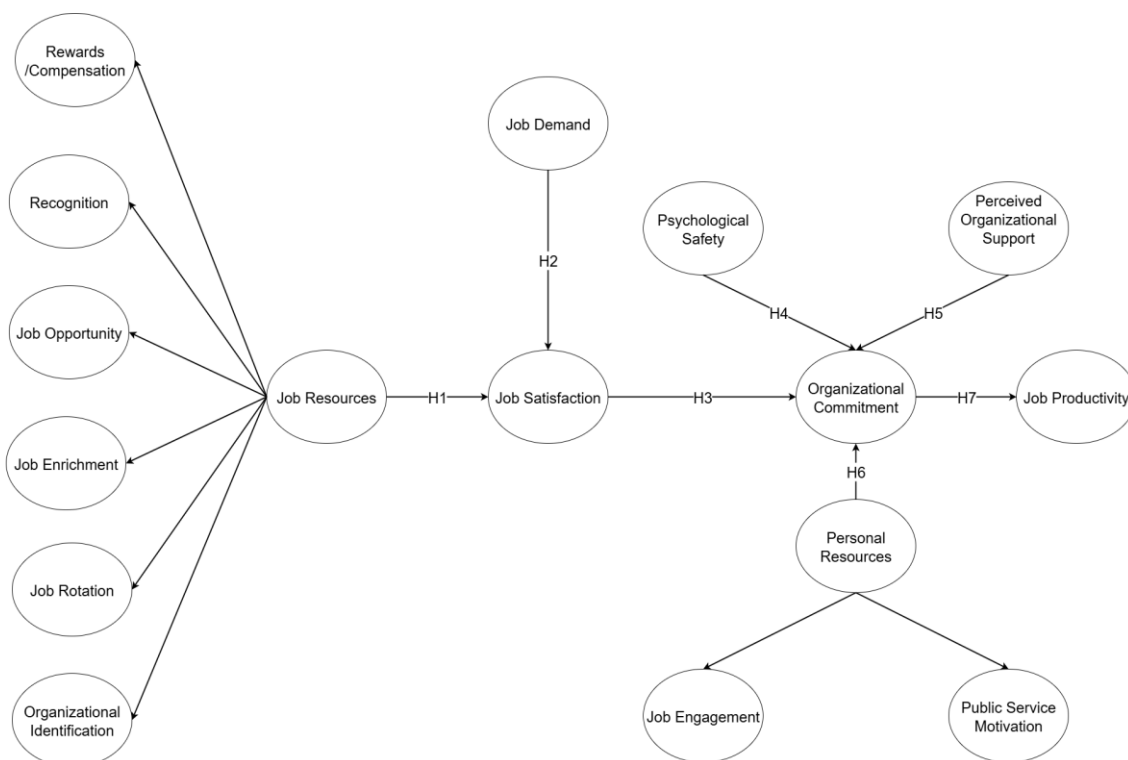


Figure 1: Conceptual framework.

- Job Demand (JD). Workload perceived by employees whether psychological or physical, which may influence stress and satisfaction.
- Psychological Safety (PS). Allows open communication in the work environment without fear of negative consequences.
- Perceived Organizational Support (POS). Employees in their organization sense that it prioritizes their well-being and acknowledges their contributions.

Personal resources are essential drivers of organizational commitment, as they shape the extent to which employees identify with their work and organization.

- Job Engagement (JE). The emotional and cognitive connection an employee has with their work.
- Public Service Motivation (PSM). The intrinsic desire to prioritize community welfare over personal gain.
- Job Satisfaction (JS). A positive affective state derived from perceived fulfillment experience from a job.
- Organizational Commitment (OC). Employees' attachment to their organization means emotional and loyalty.
- Job Productivity (JP). The effectiveness of employees in achieving work-related outputs.

2.2 Hypotheses

Based on the theoretical framework discussed, the following hypotheses were formulated:

- 1) H1: Job resources such as rewards and compensation, recognition, job enrichment, job opportunity, job rotation, and organizational identification are essential to improving employee satisfaction. Research in rewards/compensation using thorough compensation demonstrates that a feeling of equity in compensation improves job satisfaction [10]. In addition, recognition in the form of performance-based allowance establishes an equivalent of values that develop into high motivation [11]. And recognition contributes employee motivation by informal and formal contribution validation [12]. To add, job enrichment by adding autonomy to the job, which challenges individuals to skill improvement, enhances job satisfaction [13]. Jobs satisfaction is facilitated by employment opportunities such as career ladder and increase in responsibility [14]. The organizational identification strengthens the satisfaction level

- by encouraging some sense of purpose and belonging to a group [15].
- 2) H2: Job demand when paired with job support and control positively influence job satisfaction through moderate challenges that results to sense of accomplishment [16].
- 3) H3: Job satisfaction goes hand in hand with organizational commitment whereby an employee who is satisfied tends to over perform in the job than in the organization [17].
- 4) H4: Organizational commitment is positively influenced by psychological safety, when employees feel safe in speaking up and an environment fosters trust are loyal to the organization [18].
- 5) H5: Perceived organizational support likewise strengthens commitment, as employees who feel valued and supported show greater dedication and involvement [19].
- 6) H6: Personal resources such as job engagement and public service motivation are also critical drivers of commitment. When employees feel deeply engaged and believe their work contributes to societal good, they demonstrate stronger loyalty and resilience [20].
- 7) H7: Organizational commitment influences job productivity. An engaged worker who is immersed, dedicated, and satisfied with their role is closely linked to enhanced job performance [21]. Strong PSM fosters organizational commitment because employees internalize the value of contributing to society and view their roles as aligned with a larger mission [20].

2.3 Participants

This research applied a quantitative, cross-sectional design to assess job satisfaction and productivity among Philippine government workers. Data were collected via a structured online survey conducted using Google Forms. In line with [22], purposive sampling was used to recruit respondents aged 18 and above with government work experience, ensuring relevance to the study objectives. The survey link was shared through social media networks such as Viber, Instagram, and Facebook, and participants provided informed written consent before taking part in the study. Of the 268 individuals who completed the survey, only 253 responses were retained for analysis, excluding incomplete or non-government entries, as shown in the following Table 1.

Table 1: Sociodemographic profile.

Characteristics	Category	n	%
Gender	Male	96	37.9
	Female	157	62.1
Age	18 to 24 years old	37	14.6
	25 to 34 years old	115	45.5
	35 to 44 years old	55	21.7
	45 to 54 years old	30	11.9
	55 to 64 years old	16	6.3
	> 64 years old	0	0
Job Status	Permanent	164	64.8
	Casual	19	7.5
	Contract of Service	53	21.0
	Job Order	17	6.7
Work Experience	< 1 year	40	15.8
	1 to 3 years	50	19.8
	4 to 6 years	40	15.8
	7 to 9 years	37	14.6
	> 9 years	86	34.0

2.4 Measurements

In this study, the questionnaire used as indicated in the supplementary material was adapted from different studies. It consisted of 65 items distributed across 14 latent variables: job demand, psychological safety, perceived organizational support, rewards/compensation, job engagement, job enrichment, job opportunity, job rotation, recognition, organizational identification, job satisfaction, job productivity, organizational commitment, and public service motivation. A 5-point Likert scale was employed to assess each construct on a scale from 1 (strongly disagree) to 5 (strongly agree), designed to capture the level of agreement with statements reflecting various job-related and organizational perceptions.

2.5 Structural Equation Modeling

The structural equation modeling (SEM) was used in this study to analyze the causal relationships among variables affecting job productivity and satisfaction in the Philippine government, a method well-suited for examining human and organizational behavior. The use of partial least squares structural equation modeling (PLS-SEM) for exploratory models with multiple constructs and to handle smaller sample sizes was due to its suitability [23]. This approach also accounts for measurement error and can test both the structural and measurement models simultaneously. SEM has been widely applied in government research; for example, [24] used it to examine local employees' technology adoption, highlighting performance expectancy, social influence, and facilitating conditions as key

predictors. Drawing from these precedents, the present study utilized SmartPLS v4.0 to evaluate the proposed extended PSM framework and examine the strength of causal relationships influencing job satisfaction and productivity among Filipino government workers.

3 RESULTS

3.1 Results of Initial SEM

Figure 2 illustrates the initial SEM, showing the influencing factors of Filipino public servants' job satisfaction. The model comprises 14 latent variables and 65 indicators. Following established guidelines [23], [25], [26], factor loadings below 0.70 were considered weak and excluded to ensure reliable measurement of latent constructs. Similarly, p-values greater than 0.05 were deemed statistically insignificant relationships [25] and were removed to enhance model fit. These insignificant paths are depicted as dashed lines in the model, indicating weak or non-significant relationships that did not meet the threshold for inclusion in the final analysis.

Table 2 shows the results from both the initial and final SEM models and responses by descriptive statistics. All measured items demonstrated factor loadings above the accepted threshold of 0.70, confirming satisfactory indicator reliability in accordance with [23]. However, all final indicators under Psychological Safety (PS), as well as the POS1 item under Perceived Organizational Support (POS), were excluded from the model due to their insignificant factor loadings, as shown in Table 3.

Using the heterotrait–monotrait ratio (HTMT) the measurement model and variable correlations were evaluated to establish discriminant validity alongside the Fornell–Larcker criterion (FLC) [27]. According to the FLC, it is acceptable when diagonal values exceed the corresponding vertical and horizontal values [25]. Further states that when HTMT values are below 0.85, discriminant validity is established [28]. In this study, demonstrating adequate reliability and discriminant validity, all HTMT and FLC values passed the established thresholds.

Model fit was assessed to validate the proposed model. All parameter estimates met or exceeded their respective thresholds, confirming the model's suitability. The SRMR value was 0.064, below the 0.08 cutoff, the Chi-Squared to degrees of freedom ratio was 3.528, within the acceptable limit of less than 5.00, and the NFI was 0.906, exceeding the 0.90 benchmark, as shown in Table 4.

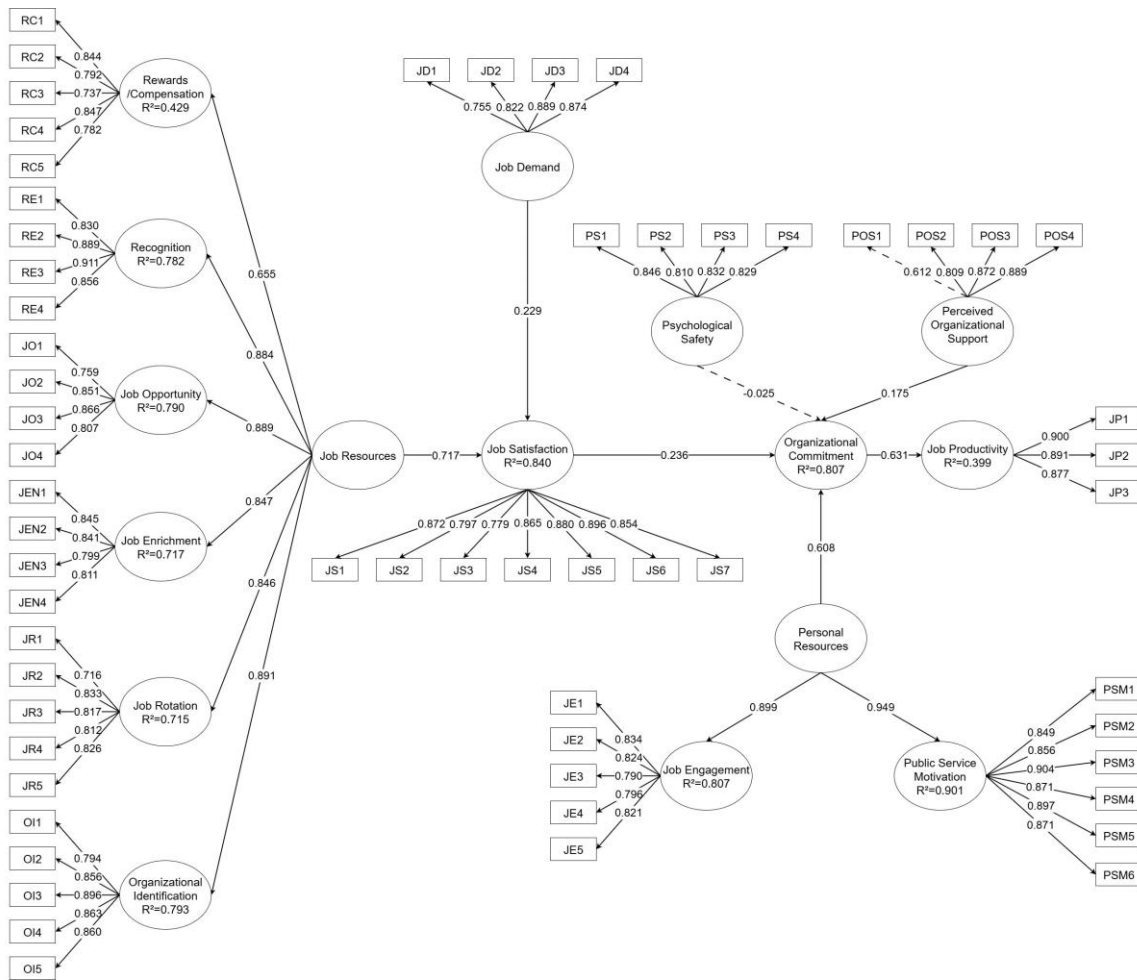


Figure 2: Initial SEM.

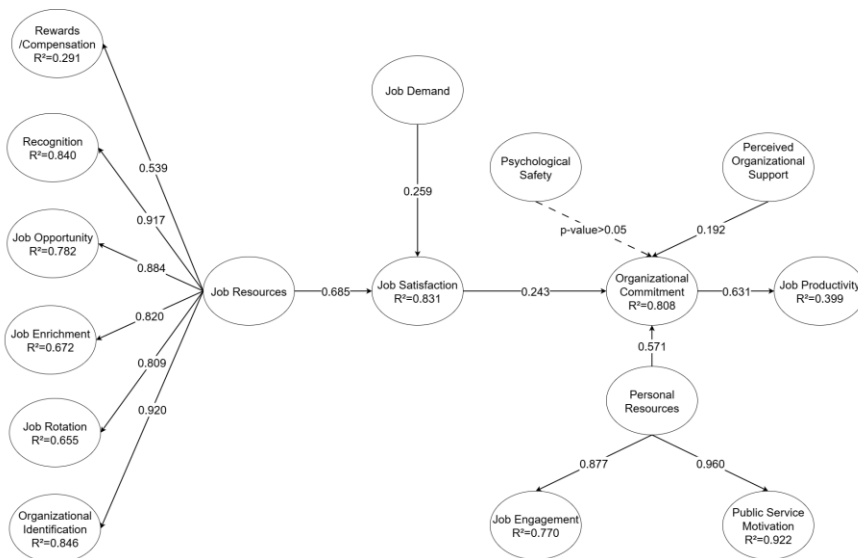


Figure 3: Final SEM.

Table 2: Indicator data analysis.

Variable	Item	Mean	Standard Deviation	Factor Loading	
				Initial	Final
JD	JD1	3.842	0.997	0.755	0.755
	JD2	3.964	0.873	0.822	0.822
	JD3	4.012	0.846	0.889	0.889
	JD4	3.988	0.860	0.874	0.874
PS	PS1	4.209	0.800	0.846	-
	PS2	4.312	0.750	0.810	-
	PS3	4.111	0.887	0.832	-
	PS4	4.111	0.873	0.829	-
POS	POS1	3.553	1.150	0.612	-
	POS2	4.024	0.893	0.809	0.822
	POS3	3.941	0.928	0.872	0.891
	POS4	4.154	0.855	0.889	0.897
RC	RC1	3.636	0.987	0.844	0.846
	RC2	3.494	1.043	0.792	0.789
	RC3	3.186	1.340	0.737	0.738
	RC4	3.561	1.086	0.847	0.849
	RC5	3.577	1.121	0.782	0.780
JE	JE1	4.557	0.696	0.834	0.837
	JE2	4.399	0.719	0.824	0.826
	JE3	4.431	0.765	0.790	0.782
	JE4	4.154	0.827	0.796	0.794
	JE5	4.545	0.691	0.821	0.825
JEN	JEN1	4.099	0.840	0.845	0.850
	JEN2	4.182	0.847	0.841	0.833
	JEN3	3.897	0.935	0.799	0.787
	JEN4	4.111	0.878	0.811	0.821
JO	JO1	4.047	0.981	0.759	0.752
	JO2	3.838	0.950	0.851	0.851
	JO3	3.779	0.953	0.866	0.868
	JO4	3.921	0.894	0.807	0.810
JR	JR1	3.530	1.154	0.716	0.710
	JR2	3.818	0.961	0.833	0.838
	JR3	3.874	0.966	0.817	0.812
	JR4	4.186	0.853	0.812	0.808
	JR5	3.964	0.913	0.826	0.833
RE	RE1	4.036	0.913	0.830	0.830
	RE2	3.933	0.978	0.889	0.890
	RE3	3.877	0.918	0.911	0.912
	RE4	3.581	1.106	0.856	0.854
OI	OI1	4.099	0.756	0.794	0.791
	OI2	4.356	0.754	0.856	0.856
	OI3	4.130	0.761	0.896	0.896
	OI4	4.328	0.754	0.863	0.864
	OI5	4.075	0.932	0.860	0.861
JS	JS1	3.972	0.921	0.872	0.873
	JS2	3.640	1.022	0.797	0.794
	JS3	4.123	0.823	0.779	0.778
	JS4	3.992	0.941	0.865	0.866
	JS5	3.917	0.927	0.880	0.881
	JS6	3.783	1.020	0.896	0.896
	JS7	4.055	0.878	0.854	0.855
JP	JP1	3.925	0.875	0.900	0.900
	JP2	4.024	0.902	0.891	0.891
	JP3	3.925	0.870	0.877	0.877
PSM	PSM1	4.474	0.680	0.849	0.849
	PSM2	4.423	0.732	0.856	0.856
	PSM3	4.577	0.634	0.904	0.905
	PSM4	4.518	0.692	0.871	0.871
	PSM5	4.451	0.713	0.897	0.897
	PSM6	4.439	0.718	0.871	0.871
OC	OC1	4.435	0.712	0.876	0.876
	OC2	4.253	0.824	0.834	0.834
	OC3	4.340	0.702	0.894	0.894
	OC4	4.415	0.664	0.885	0.884
	OC5	4.328	0.769	0.860	0.861

Table 3: Convergent validity.

Variables	Cronbach's Alpha	CR	AVE
Job Demand	0.855	0.903	0.700
Job Engagement	0.872	0.907	0.661
Job Enrichment	0.844	0.894	0.678
Job Opportunity	0.839	0.892	0.675
Job Productivity	0.869	0.919	0.791
Job Resources	0.956	0.961	0.605
Job Rotation	0.861	0.900	0.643
Job Satisfaction	0.936	0.948	0.723
Organizational Commitment	0.920	0.940	0.757
Organizational Identification	0.907	0.931	0.730
Perceived Organizational Support	0.840	0.903	0.757
Personal Resources	0.936	0.946	0.637
Public Service Motivation	0.939	0.952	0.766
Recognition	0.895	0.927	0.761

Table 4: Model fit.

Goodness of Fit Measures of the SEM	Parameter Estimates	Minimum Cutoff	Recommended by
SRMR	0.064	<0.08	[29]
Chi-Squared	3.528	<5.00	[30]
NFI	0.906	>0.90	[31]

4 DISCUSSIONS

Results showed a positive significant relationship between job resources and JS ($\beta = 0.685, p < 0.001$). This suggests employee satisfaction stems from multiple interrelated resources rather than a single factor. Among job resources, RC was critical. Employees satisfied with pay equity, benefits, and performance-based rewards reported higher satisfaction [32]. RE, including praise and awards, also enhanced satisfaction by making employees feel valued [33]. JO, such as training and clear progression, were important for long-term satisfaction [34]. JEN, involving autonomy and meaningful work, positively influenced satisfaction [35]. JR, providing exposure to different roles, reduced monotony and increased engagement [36]. OI was a strong predictor of satisfaction, reflecting employees' pride and loyalty to their organization [37]. Overall, these results confirm that job satisfaction arises from a combination of compensation, recognition, growth

opportunities, enriched roles, job variety, and organizational pride.

And between OC and JP ($\beta = 0.631, p < 0.001$), a positive significant relationship was found. This aligns with, showing that committed employees tend to align with organizational goals, put in extra effort, and feel a strong sense of belonging which leads to higher productivity [38]. This study extends those findings to the Philippine public sector, supporting [39] who emphasized the importance of commitment for productivity across different economic contexts.

Personal resources also positively influenced OC ($\beta = 0.571, p < 0.001$). Employees who clearly understood their roles, embraced challenges, and aligned with organizational values demonstrated stronger commitment. This supports, who found that JE fosters belonging and loyalty, [40] and [41], who noted that PSM deepens attachment to the organization. Taken together, these results show that PSM and job engagement foster organizational commitment by enhancing satisfaction and sustaining long-term dedication.

JD showed a positive significant relationship effect on JS ($\beta = 0.259, p < 0.001$). Respondents reported higher satisfaction with reasonable workloads, supportive environments, helpful supervisors, and collaborative teams. This supports, who found balanced demands and strong social support reduce strain and boost satisfaction [42].

JS also positively influenced OC ($\beta = 0.243, p < 0.001$). Employees satisfied with compensation, benefits, leadership, career development, and recognition showed stronger commitment. This

echoes, who found that in Southeast Asian public service, satisfaction and commitment reinforce each other. Job satisfaction fosters loyalty and alignment with organizational goals [43].

POS positively affected OC ($\beta = 0.192$, $p = 0.001$). Employees who felt supported by supervisors and their organization, including development opportunities and work resources, showed stronger commitment [44]. Also found that perceived support reduces stress and fosters attachment by improving emotional well-being and work-life balance.

Lastly, interestingly, no significant effect between PS and JS ($\beta = -0.025$, $p = 0.692$). Despite respondents feeling their ideas were valued and supported, this did not translate into increased satisfaction. Unlike [45] findings in individualistic cultures where open communication drives satisfaction, psychological safety in the Philippine public sector may be less distinct, as collectivism and group harmony already provide baseline security.

4.1 Theoretical Implications

This study contributes theoretically by offering a holistic framework linking job satisfaction, job productivity, and organizational commitment in the public sector, which is an area often overlooked in prior research. It highlights how job resources, personal resources, job demand, and perceived organizational support interact to shape employee outcomes. By identifying key drivers of satisfaction and commitment, the model informs strategies for improving public sector performance. The framework not only deepens understanding of employee behavior in government settings but also offers a basis for future studies across other sectors and organizational contexts. Furthermore, in the context of the Philippines, the PLS-SEM utilization provides a deeper causal relationship in the public sector and introduces new local research, as shown in Figure 3.

4.2 Sustainable Managerial Implications

The findings offer critical implications for enhancing job satisfaction, productivity, and commitment in the public sector. Since satisfaction is shaped by resources such as compensation, recognition, career development, and meaningful work, agencies should prioritize equitable pay, growth opportunities, and role enrichment. The results also emphasize the role of perceived organizational support, job engagement, and public service motivation in strengthening commitment, underscoring the need for supervisors to

foster inclusive, supportive, and purpose-driven environments. With this, it aligns with United Nations SDG 8, which focuses on decent work and economic growth, in the context of the Philippines. Integrating these drivers into the workplace impacts job satisfaction, which translates in excellent public service through a transparent leadership with shared cultural values.

4.3 Limitations and Future Works

Although this study explores government job satisfaction and offers new insights, some limitations are noted. It could negatively affect generalizability because the study that focuses on Filipino public servant it is proposed represent cross-sectoral or country comparisons. And also, use a data which is self-supported may introduce potential bias, in which future studies could incorporate a more comprehensive view thought observational data and interviews alike. And while this study utilized PLS-SEM, it is noted that other areas for public sector contexts like digital transformation offer an evolving area to explore.

5 CONCLUSIONS

This study examined the relationships among job demands, job resources, job satisfaction, organizational commitment, and job productivity within the public sector using the Job Demands–Resources (JD-R) framework.

The findings confirm that job demands and job resources play a significant role in shaping job satisfaction, while job resources also directly contribute to organizational commitment. Organizational commitment was found to mediate the relationship between job satisfaction and job productivity, highlighting its central role in translating employee attitudes into improved performance outcomes.

In contrast, psychological safety and public service motivation did not demonstrate significant effects in the final model, suggesting that structural and organizational factors may outweigh individual motivational constructs in this context.

These results contribute to the JD-R literature by providing empirical evidence from the public sector, emphasizing the importance of resource-based management strategies in enhancing employee performance. The study also extends existing research by clarifying the mediating role of

organizational commitment in linking satisfaction to productivity.

From a practical perspective, public sector organizations should prioritize strengthening job resources, including role clarity, engagement, and organizational support, to improve employee satisfaction and commitment. Such strategies can lead to more effective and sustainable improvements in job productivity.

Future research may explore longitudinal designs, cross-sector comparisons, and the integration of additional psychological and organizational variables to further refine the explanatory power of the model.

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