



# Employees' Motivation: A Descriptive Study at the Mayor's Office of Maasim, Sarangani Province

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## ABSTRACT

This study examined the employees' work motivation at the Mayor's Office of Maasim, Sarangani Province, and described their hopes for their employer concerning their work motivation. Precisely, to attain this study's objective, the researchers utilized a mixed method whereby fifty (50) respondents and five (5) informants were selected using a purposive sampling technique since they exhibited the same criteria of being the study's respondents. It was found that most of the respondents are female and fall under the age range of 18-27 years old and 47 years old and above. With respect to their civil status, most of them are still single and are college graduates with a length of service in the mayor's office of 1 to 5 years already. Generally, the respondents demonstrated a very high level ( $x=4.25$ ) of motivation both in their extrinsic and intrinsic motivations. Based on the informants' hopes for their employer concerning their work motivation, extrinsic motivation did emerge as a theme. This means that the informants are extrinsically motivated when their employer (Mayor) covers their travel expenses during their official business, offers or gives them healthcare services apart from the benefits they enjoy from PhilHealth, and additional incentives apart from those given by the national office. Thus, it is suggested that the employer (municipal mayor) may continue to invest in employee well-being, including both physical and mental health, may ensure that healthcare services go beyond basic coverage to address the holistic well-being of employees, and may conduct periodic assessments of employee motivation levels to track changes and adjust incentive programs accordingly.

**Keywords:** employee motivation, intrinsic motivation, extrinsic motivation

## INTRODUCTION

In today's competitive business environment, it's crucial for organizations to ensure that their employees are motivated and have the best resources to work with. Employee motivation is a key factor in driving productivity and success, as emphasized by Joseph (2015) and Aluko (2014). Motivation is the force that drives employees to meet their needs and excel in their tasks. It encompasses both intrinsic and extrinsic motivators, as outlined by Mullins (2018). Sauna (2014) also highlights the impact of employee motivation on organizational efficiency and productivity. Human resources are the most crucial production resource, and employee motivation directly impacts an organization's ability to achieve its strategic goals, as noted by Sauna (2014). Motivated employees lead to higher performance, efficiency, and ultimately, organizational success. Recent research conducted at the mayor's office of Maasim, Sarangani Province, aimed to understand and describe employees' motivation in a diverse job environment. The study explored the hopes of public employees regarding their motivation through in-depth interviews, providing valuable empirical insights.

## OBJECTIVES

This study examined employees' work motivation at the Mayor's Office of Maasim, Sarangani Province, and described their hopes for their employer concerning their work motivation.

Specifically, this study aimed to:

1. Determine the level of employees' motivation towards work concerning:
  - a. Extrinsic Motivation
    - 1.a.1 Monetary Incentives;
    - 1.a.2 Benefits;
  - b. Intrinsic Motivation
    - 1.b.1 Feedback;
    - 1.b.2 Rewards and Recognition; and
    - 1.b.3 Participation
2. Identify the hopes of the informants for their employer concerning their work motivation.

## METHODOLOGY

This study utilized a combination of quantitative and qualitative research methods. Descriptive method was used in determining the level of employees' motivation towards work concerning extrinsic motivation (monetary incentives and benefits) and intrinsic motivation (feedback, rewards and recognition, and participation).

The study was conducted at Mayor's Office of Maasim, Sarangani Province. Since the total population of employees at the mayor's office was only 50, the researchers purposively included all of them as respondents to the study. From this group of employees, 5 were selected to undergo key informants' interviews to inquire about the hopes they had for their employer concerning their work motivation.

A researcher-made Survey Questionnaire was the instrument used in this study. The questionnaire consists of two (2) main parts. The first part of the survey questionnaire is about the Demographic Profile of the Respondents, and the second part is about Employees' Motivation as perceived by the respondents. In the interpretation of the responses, a five-point scale with a mean range was utilized as shown in Table 1 below:

Table 1 Interpretation of the Employees' Motivation

MEAN RANGE	DESCRIPTION	EMPLOYEES' LEVEL OF MOTIVATION
4.21 - 5.00 (5)	Fully Agree	Very High Level of Motivation
3.41 - 4.20 (4)	Agree	High Level of Motivation
2.61 - 3.40 (3)	Neither Agree nor Disagree	Moderate Level of Motivation
1.81 - 2.60 (2)	Disagree	Low Level of Motivation
1.00 - 1.80 (1)	Fully Disagree	Very Low Level of Motivation

In the qualitative method, the researchers used an interview guide that was validated by the teacher-validators. The questions were open-ended to allow the informants to give further descriptions and explanations about their responses.

### Data Analysis

The data obtained in this study were analyzed using weighted mean. Phenomenological data analysis was used in providing analysis and interpretation in the qualitative data gathered in this study.

## RESULTS AND DISCUSSION

**Objective One:** Determine the level of employees' motivation towards work concerning extrinsic motivation (monetary incentives and benefits) and intrinsic motivation (feedback, rewards and recognition, and participation). The level of employees' motivation towards work was determined using weighted mean and the results are presented in Table 2.

Table 2. Summary of Extrinsic and Intrinsic Motivations

Indicators	Weighted Mean	Description
<b>EXTRINSIC MOTIVATION</b>		
Monetary Incentives	4.32	Very High Level of Motivation
Benefits	4.38	Very High Level of Motivation
<b>INTRINSIC MOTIVATION</b>		
Feedback	4.24	Very High Level of Motivation
Rewards and Recognition	4.13	High Level of Motivation
Participation	4.19	High Level of Motivation
<b>Overall Mean</b>	<b>4.25</b>	<b>Very High Level of Motivation</b>

Legend: (4.21 – 5.00) Very High Level of Motivation (3.41 – 4.20) High Level of Motivation (2.61 – 3.40) Moderate Level of Motivation (1.81 – 2.60) Low Level of Motivation (1.00 – 1.80) Very Low Level of Motivation

It can be seen from Table 2 that public employees showed a **very high level of motivation** both in their extrinsic and intrinsic motivations as evidenced by the overall mean of 4.25 ( $x=4.25$ ). Specifically, the aspect of extrinsic motivation, i.e., monetary incentives, and benefits with a mean of 4.32 ( $x=4.32$ ) and 4.38 ( $x=4.38$ ), respectively, the respondents demonstrated a very high level of motivation while in the aspect of intrinsic

motivation, it can be observed that only in terms of feedback that the respondents showed a very high level of motivation as evidenced by a mean of 4.24 ( $x=4.24$ ), compared to rewards and recognition and participation by which the respondents exemplified a high level of motivation as supported by the means of 4.13 ( $x=4.13$ ) and 4.19 ( $x=4.19$ ), respectively. Generally, the respondents have a very high level of motivation both extrinsically and intrinsically.

**Objective Two:** Identify the hopes of the informants for their employer concerning their work motivation. The researchers used an interview guide which was validated by the teacher-validators. The results were shown in Table 3.

Table 3 Hopes of the Informants for Their Employer Concerning Their Work Motivation

Significant Statement	Code	Formulated Meaning	Theme Cluster
I do hope that our mayor will include in the expenses of our department our travel expenses because as of now when we have our official travel, we always cover it ourselves from our salary. So instead of spending our salary on personal and family expenses, our travel expenses took a portion of it.	PEI-1 (Paolo)	Covering Travel Expenses	Extrinsic Motivation
I hope that our employer may give us additional incentives from his end, believing that it would help us a lot since it motivates us more to do our job better and be more productive in our line of work.	PEI-2 (Sonny)	Additional Incentives	
Hopefully, our mayor would offer us free Health care Services apart from the benefits that we enjoy from Phil-Health since manpower is indeed the main capital in our office.	PEI-3 (Dale)	Healthcare Services	
I am hoping that the mayor will give us additional incentives apart from those we enjoy from the national budget for us to get more motivated to work and feel well compensated for the extra effort we always give.	PEI-4 (Rey)	Additional Incentives	
I am hoping that the mayor will have additional incentives or benefits for his employees like me so that our efforts will be well compensated, and we will have higher work motivation.	PEI-5 (Teresa)	Additional Incentives	

When the informants were asked about their hopes for their employer concerning their work motivation, extrinsic motivation as a theme emerged. To them, they feel extrinsically motivated when their mayor as their employer, covers their travel expenses during their official business. Also, they hope that their employer will offer or give them healthcare services apart from the benefits they enjoy from PhilHealth, and additional incentives apart from those given by the national office. These three core ideas were taken from the exact words of the informants during the interview.

## DISCUSSION

The results of the study revealed that the respondents had a very high level of motivation both in their extrinsic and intrinsic motivations. Specifically, the aspect of extrinsic motivation, i.e., monetary incentives, and benefits, the respondents demonstrated a very high level of motivation while in the aspect of intrinsic motivation, it can be observed that only in terms of feedback that the respondents showed a very high level of motivation,



compared to rewards and recognition and participation by which the respondents exemplified a high level of motivation.

The results suggest that both extrinsic and intrinsic motivations play significant roles in influencing the performance of public employees. These motivations can impact an individual's job satisfaction, commitment, and overall job performance in the public sector. Compensation packages, including salary, bonuses, and benefits, can serve as strong extrinsic motivators. Adequate compensation can attract and retain skilled employees and motivate them to perform well to secure their financial stability.

Furthermore, public employees who find their work inherently satisfying are more likely to be intrinsically motivated. Factors contributing to job satisfaction can include the alignment of their values with the organization's mission and a sense of accomplishment in serving the public. Public employees who have a degree of autonomy in their roles are more likely to be intrinsically motivated. The ability to make decisions, solve problems, and contribute ideas can enhance job satisfaction. The opportunity to develop new skills and expertise can be a strong intrinsic motivator. Public employees who are encouraged to learn and grow in their roles are more likely to be motivated to perform well.

The concept of motivation and productivity is not new, over the years it has generated a lot of studies and global attention from researchers, consultants, and authors focusing on the impact of motivation on organizational productivity. Both these two concepts are vital in appreciating the value of human resources as an important factor of production (Latif, 2014, Hussein & Simba, 2017; Mulema, 2019). In the same vein, Carlsen (2013) supports the notion by emphasizing that a motivated workforce facilitates the achievement of a competitive edge and the bottom line. This means that the management has the responsibility to develop policies and practices that motivate human resources to achieve the overall business strategy of attaining productivity.

Moreover, when the informants were asked about their hopes for their employer concerning their work motivation, extrinsic motivation as a theme emerged. To them, they feel extrinsically motivated when their mayor as their employer, covers their travel expenses during their official business. Also, they hope that their employer will offer or give them healthcare services apart from the benefits they enjoy from PhilHealth, and additional incentives apart from those given by the national office.

According to Recognize Newsletter (2022), when employees are satisfied with their workplace, they will give their best effort to produce better results. With better additional incentives, employees will feel more encouraged in their work. This will have a positive impact on their morale and motivation. Boosted employee morale and motivation can bring out the best work from the employees. As a result, the company or organization can achieve goals and success.

## **CONCLUSION AND RECOMMENDATIONS**

Based on the findings of the study, it can be concluded that respondents demonstrated a very high level of motivation both in their extrinsic and intrinsic motivations. On the other hand, the informants' hopes for their employer concerning their work motivation, extrinsic motivation did emerge as a theme. This means that the informants are extrinsically motivated when their employer (Mayor) covers their travel expenses during their official business, offers or gives them healthcare services apart from the benefits they enjoy from PhilHealth, and additional incentives apart from those given by the national office.

It was recommended that the Mayor's Office should give Incentive Programs Tailored to Employee Profiles. Recognize the demographic profile of employees, especially the prevalence of young, single, and relatively new college graduates. Consider crafting incentive programs that align with their needs and preferences.

There is also a need to enhance Extrinsic Motivators. Given the high level of extrinsic motivation, consider investing in and expanding existing extrinsic motivators such as travel expenses. The mayor may continue to shoulder travel expenses, as it appears to be a strong extrinsic motivator. Additionally, the mayor's office may consider streamlining reimbursement processes to make it more convenient for employees. As for healthcare services, the mayor may explore opportunities to further enhance healthcare services, ensuring that employees receive comprehensive coverage and access to healthcare providers. In terms of additional incentives, the mayor may evaluate the current additional incentives and explore ways to make the incentives more appealing, relevant, and performance based.

It is also recommended to implement recognition and reward programs that acknowledge employees' hard work and dedication. These programs can include bonuses, awards, or public recognition for outstanding performance.

Given the young age and educational background of employees, the mayor may offer professional development opportunities such as training, workshops, or higher education support. This can contribute to both intrinsic and extrinsic motivation by enhancing skills and career prospects.

Open communication channels should also be maintained to understand the evolving needs and preferences of employees. Regular feedback surveys or meetings can help identify areas where motivation can be improved.

Diversity and inclusion within the workplace should also be promoted to ensure that all employees, regardless of their demographic characteristics, feel valued and motivated. Encourage a culture of fairness and equality.

Develop clear and transparent career paths within the mayor's office so that younger employees may be motivated by the prospect of long-term growth and advancement. Align incentives and recognition with performance metrics to ensure that they are tied to specific achievements and contributions to the organization.

Lastly, conduct periodic assessments of employee motivation levels to track changes and adjust incentive programs accordingly.

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