

Work Motivation among Male and Female Employees of Local Government Unit

Arnold V. Luna, LPT¹, Mariflor H. Devibar, Ph. D.²

¹MBA Student, Isabela State University – Echague, Philippines

²Faculty, Isabela State University – Echague, Philippines

ABSTRACT: This study assessed the work motivation among male and female employees of Local Government Unit (LGU). Descriptive-correlational research was used to understand the work motivation of regular employees, focusing on their levels of need for achievement, affiliation, and power. The respondents were the 242 LGU employees in the district who are in the field of Management level, secretarial by occupation, technical specialists, and administrative work. Most of the respondents are female; most are aged 31-40 years old and are married. The study found that work motivation levels varied among employees, with some aspects showing "Very High" motivation, such as influencing others and seeking feedback. High motivation was also observed in areas like willingness to work when necessary and valuing job titles. The study recommends adopting motivational approaches, improving benefits and the working environment, and addressing gender and age differences. In addition, modify support based on marital status and educational attainment and strengthen co-worker support initiatives to enhance workplace dynamics and employee satisfaction.

KEYWORDS—Work motivation, LGU employees, Gender differences, Workplace dynamics, Organizational performance

I. INTRODUCTION

An organization's survival is dependent on its employees. They are those who work to achieve the organization's objectives. It is critical that they are always motivated to work in order to produce the most productive results for the organization. In any field of Human Resource Management and in any organization, the human being is regarded as an asset that is both valuable and difficult to comprehend. Over the last decade, there has been a greater emphasis on employees and their level of motivation. Theorists have attempted to compartmentalize and comprehend those aspects that are most important in specific jobs. Furthermore, it is concerning how employees become unmotivated at work, and scholars believe that this is due to the organization's difficulty in developing relevant programs, such as providing necessary trainings, developing effective schemes for employee promotion, salary increase, and team empowerment (Camay & Nitafan, 2020).

According to Richard Daft in his book *Organization Theory and Design*, motivation is described as "the forces within a person that affect the direction, intensity, and persistence of voluntary behavior." Daft emphasizes that motivation is a multifaceted concept that involves both individual characteristics and external factors. The importance of work motivation can be seen in the studies that are being conducted. Concerns about employee dissatisfaction and related attitudes toward work are spreading at an alarming rate around the world. The situation is even worse in third-world countries such as the Philippines, where working conditions are deplorable. Workforce productivity remains a critical success factor in most organizations, including government. Understanding what factors influence productivity is necessary for improving performance. Organizational performance is a critical factor in achieving organizational goals and objectives. Performance is the accumulation of behaviors that occur over time, across contexts, and between people. As a result, job

performance can be defined as certain behaviors that reflect external standards that are typically set by organizations and evaluated by an employee's manager.

To conclude, one of the major concerns in most organizations is how to improve worker productivity, which is one of the performance measures for employees. Thus, the purpose of this study is to look into the work motivation of the employees of the Local Government Unit. The researcher believes that in order to achieve maximum output or productivity, employers in any organization should motivate their employees as a matter of policy and necessity. Staff motivation is a highly relative issue because it varies in degrees, dimensions, and places of employment. Thus, policies developed in any organization cannot be enthusiastically and successfully implemented if employees are dissatisfied with the working conditions. As a result, a lack of employee motivation in any organization is a *sine qua non* for failure to achieve the desired or designed goals or objectives. Moreover, it is beneficial to analyze the factors that affect work motivation in employees in order to know the factors that increase their job performance and to improve the consistency of excellence in their performance. Furthermore, this will serve as a viewpoint for managers to improve on their management styles in order to achieve maximum productivity in the workplace.

Objectives of the Problem

Generally, the study sought to evaluate the work motivation among male and female employee of Local Government Unit. Specifically, it aimed to answer the following questions: (1) What is the profile of the respondents in terms of sex?; (2) What is the level of work motivation of regular employees?; (3) What is the difference on the level of work motivation of the respondents when they are grouped according to their sex?

II. METHODOLOGY

This research utilized a descriptive and correlational research designs. Descriptive research design was used to ascertain the level of work motivation of regular employees. The respondents of the study were consisted of the employees of the different offices of the Local Government Unit of the 3rd District of Isabela. Overall, there were 15 offices involved in this study. The number of respondents was determined at a confidence level of 95% and a margin of error of 5%. A survey questionnaire was used in gathering the needed data of the study. It was adopted on the study of McCell and (1970) and Nitafan and Camay (2020). The data collected had been analyzed using the Statistical Package for Social Sciences (SPSS). Descriptive statistics such as frequency counts and percentage were used to describe the profile of the respondents. In terms of the level of motivation of the employees, weighted mean was used. To test the difference on the level of motivation of the employee-respondents in terms of their sex, independent sample t-test was used.

III. RESULTS AND DISCUSSIONS

This presents, analyzes, and interprets the findings of the study in the light of the statement of the problem and its objectives. Table presentations are used to render more significant and meaningful findings.

Table 1. Profile of the Respondents

Profile	Frequency (n=242)	Percentage (100.0)
Sex		
Male	58	24.0
Female	184	76.0

Table 1 shows that majority of the respondents are female, covering 184 or 76 percent, while only 58 or 24.0 percent are male-respondents. This shows that in terms of their sex, the respondents are predominantly female.

Table 2. Level of Work Motivation of Regular Employees

Statements	Mean	Descriptive Equivalent
1. People like to tell me their problems because they know I will help them	3.79	High
2. I am quite effective in getting others to agree with me	3.51	High
3. I often set goals that are very difficult to reach	3.58	High
4. I feel any job done should be done thoroughly if you do it at all	4.54	Very High
5. I feel confident when directing the work of others	4.37	High
6. Job titles have meaning and significance	4.37	High
7. I feel uneasy when I have to tell others what to do	2.45	Low
8. I spend a lot of time visiting with friends and family	3.30	Moderate
9. In an argument, I can usually win others over to my side	3.07	Moderate
10. Even when I am feeling ill, I will continue working if it is important	4.43	High
11. I enjoy the opportunity to exercise control over an organization or group	3.31	Moderate
12. I enjoy challenging work	3.97	High
13. I choose hobbies that I can share with other people	4.34	High
14. I continuously look for ways of doing things better and faster	4.61	Very High
15. Opportunities to become widely known are important to me	4.31	High
16. I am uncomfortable in situations that involve conflict with others	4.48	High
17. I am somewhat of a perfectionist and like to have things done just right	4.27	High
18. I prefer to eat lunch on a regular basis with a group of people, rather than by myself	4.04	High
19. When standing in line, I don't let others get in front of me	3.04	Moderate
20. I am uncomfortable complaining if I receive bad service in a restaurant	2.49	Low
21. It is important to me to seek feedback on how well I am performing	4.51	Very High
22. I would work just as hard whether or not I had to earn a living	4.43	High
23. I seldom try to draw attention to myself	3.50	High
24. Being well liked by others is very important to me	4.13	High
25. I often take new employees under my wing and mentor them	3.24	Moderate
26. I will not be satisfied until I am the best in my field of work	4.03	High
27. Possessions that are impressive to others are important to me	2.89	Moderate
28. I don't like to have the responsibility for directing the work of others	2.26	Low
29. I enjoy competing with others	2.88	Moderate
30. I enjoy opportunities to influence others	4.50	Very High

Legend: 1.50-2.49 = Low; 2.50-3.49 = Moderate; 3.50-4.49 = High; 4.50-5.00=Very High

Table 2 shows the level of work motivation among regular employees in the Legislative District 3 of the province. It can be seen that there is a "Very High" motivation in terms of enjoying the opportunities to influence others, to seek feedback on how they perform, in doing the job thoroughly on how to do it all, and highly motivated to continuously look for ways of doing things better and faster as manifested by the means ranging from 4.50 to 4.61. On the other hand, a high work motivation level has been observed among the respondents where they are uncomfortable in situations that involve conflict with others, they are feeling ill, that they will continue working if it is important, would work just as hard whether or not I had to earn a living, feel confident when directing the work of others, and that job titles have meaning and significance with means ranging from 4.37 to 4.48.

In addition, there is also a high level of work motivation among employees on choosing hobbies that they can share with other people, taking opportunities to become widely known are important to them, being somewhat of a perfectionist and like to have things done just right, being well liked by others is very important to them, prefer to eat lunch on a regular basis with a group of people, rather than by themselves with means

ranging from 4.04 to 4.34. Moreover, a high level of motivation has been seen indicating that they will not be satisfied until they are the best in their field of work, enjoy challenging work, People like to tell them their problems because they know they will help them, often set goals that are very difficult to reach, they are quite effective in getting others to agree with them, seldom try to draw attention to themselves with a mean of 3.50 to 4.03.

The result of the study is different from the study of Nitafan and Camay (2020) on work motivation and job satisfaction of local government employees in Matalam, Cotabato where it shows that regular employees have moderate level of work motivation with a high level of need of affiliation and achievement while moderate level of need of power. The same with the study of Gealon *et al.* (2021) where it shows that the majority of the employee at the Municipality of Argao are intrinsically motivated. Meanwhile, their intrinsic motivation was at the moderate level.

On the other hand, the study of Ismajli *et al.* (2015) indicated several factors that motivate employees, especially those that work in local governments. They indicated that the salary of workers and opportunities for professional development and promotion appeared to be the major factors that induce employees' work motivation. In addition, they have proven that work conditions, evaluation and unbiased assessment of employee performance are also important determinants of work motivation.

Table 3. Difference on the Level of Motivation of the Respondents when they are Grouped According to Sex

Statements	Male		Female		t-value	p-value
	Mean	DE	Mean	DE		
1. People like to tell me their problems because they know I will help them	3.93	H	3.75	H	1.57 ^{ns}	.117
2. I am quite effective in getting others to agree with me	3.68	H	3.46	M	2.08*	.041
3. I often set goals that are very difficult to reach	3.67	H	3.55	H	.97 ^{ns}	.335
4. I feel any job done should be done thoroughly if you do it at all	4.41	H	4.58	VH	-1.83 ^{ns}	.071
5. I feel confident when directing the work of others	4.27	H	4.40	H	-1.13 ^{ns}	.260
6. Job titles have meaning and significance	4.41	H	4.35	H	.56 ^{ns}	.580
7. I feel uneasy when I have to tell others what to do	2.53	M	2.43	L	.58 ^{ns}	.567
8. I spend a lot of time visiting with friends and family	3.36	M	3.28	M	.74 ^{ns}	.462
9. In an argument, I can usually win others over to my side	3.17	M	3.03	M	1.61 ^{ns}	.111
10. Even when I am feeling ill, I will continue working if it is important	4.37	H	4.45	H	-.71 ^{ns}	.479
11. I enjoy the opportunity to exercise control over an organization or group	3.70	H	3.19	M	4.42*	.001
12. I enjoy challenging work	4.13	H	3.92	H	1.97 ^{ns}	.050
13. I choose hobbies that I can share with other people	4.44	H	4.30	H	1.54 ^{ns}	.125
14. I continuously look for ways of doing things better and faster	4.48	H	4.66	VH	-1.86 ^{ns}	.067
15. Opportunities to become widely known are important to me	4.27	H	4.32	H	-.39 ^{ns}	.695

16. I am uncomfortable in situations that involve conflict with others	4.32	H	4.53	VH	-1.87 ^{ns}	.063
17. I am somewhat of a perfectionist and like to have things done just right	4.18	H	4.30	H	-1.04 ^{ns}	.298
18. I prefer to eat lunch on a regular basis with a group of people, rather than by myself	4.15	H	4.01	H	1.16 ^{ns}	.247
19. When standing in line, I don't let others get in front of me	3.22	M	2.98	M	1.77 ^{ns}	.080
20. I am uncomfortable complaining if I receive bad service in a restaurant	2.65	M	2.44	L	1.23 ^{ns}	.221
21. It is important to me to seek feedback on how well I am performing	4.46	H	4.53	VH	-.70 ^{ns}	.482
22. I would work just as hard whether or not I had to earn a living	4.36	H	4.45	H	-.84 ^{ns}	.404
23. I seldom try to draw attention to myself	3.56	H	3.48	M	.63 ^{ns}	.527
24. Being well liked by others is very important to me	4.17	H	4.11	H	.45 ^{ns}	.655
25. I often take new employees under my wing and mentor them	3.48	M	3.17	M	2.25*	.027
26. I will not be satisfied until I am the best in my field of work	4.00	H	4.04	H	-.33 ^{ns}	.745
27. Possessions that are impressive to others are important to me	2.98	M	2.86	M	.95 ^{ns}	.346
28. I don't like to have the responsibility for directing the work of others	2.37	L	2.22	L	.97 ^{ns}	.335
29. I enjoy competing with others	3.01	M	2.83	M	1.60 ^{ns}	.111
30. I enjoy opportunities to influence others	4.36	H	4.54	VH	-1.68 ^{ns}	.097

*Legend: 1.50-2.49 = Low (L); 2.50-3.49 = Moderate (M); 3.50-4.49 = High (H); 4.50-5.00=Very High (VH); * = significant; ns = not significant*

It can be gleaned from Table 3 that there is a significant difference in the level of motivation of the respondents when they are grouped according to sex. Specifically, the male respondents have shown higher mean ratings that they are quite effective in getting others to agree with them, enjoy the opportunity to exercise control over an organization or group, and often take new employees under their wing and mentor them with means ranging from 3.48 to 3.70 compares to females with means ranging from 3.17 to 3.46. This has also been proven by the t-values of 2.08, 4.42, and 2.25 and the significance level of less than 0.05 ($p < 0.05$).

Ertekin and Avunduk (2021) conducted a study which sought to determine the relationship between job performance and job satisfaction of individuals working in the sports industry. The results of the analysis determined that individuals did not differ according to their gender in both their job satisfaction levels and their job performance. In relation to the level of motivation and job satisfaction, there are significant differences in work performance among respondents when grouped according to sex. Overall, these findings suggest that sex can play a role in work performance and that different factors, such as self-efficacy and job involvement, may influence this relationship.

IV. CONCLUSION

Employees demonstrated high motivation in various aspects such as influencing others, seeking feedback, and valuing job titles, while job satisfaction was notably high across different factors like benefits and

managerial support. Gender differences were evident, with males excelling in certain areas like influencing others, while females were more open about problems and valued task completion.

These findings suggest the importance of personalized motivational strategies considering gender differences to enhance overall work motivation in the workplace. Addressing disparities in key areas such as discomfort giving instructions or shared hobbies preference can contribute to a more harmonious work environment. Moreover, emphasizing promotion opportunities and performance-based incentives can further boost employee satisfaction and engagement. Cultivating a supportive co-worker environment remains pivotal in fostering a positive workplace culture conducive to idea sharing and mutual support across all educational levels.

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