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## **WORK ENGAGEMENT AND JOB SATISFACTION OF EMPLOYEES IN THE PROVINCIAL GOVERNMENT OF APAYAO**

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### **ABSTRACT**

*This study assessed the level of work engagement and job satisfaction of employees in the Provincial Government of Apayao, specifically those assigned to the Accounting, Treasury, Budget and Management, and Assessor's Offices. It also identified issues affecting work engagement and job satisfaction and explored strategies to address these concerns. A descriptive research design was employed using a structured survey questionnaire and open-ended questions. Quantitative data were analyzed using frequency, percentage, and weighted mean, while qualitative responses were examined through thematic analysis. Findings revealed that respondents were mostly older, female, married, permanent employees, and bachelor's degree holders with 1–7 years of service and moderate income levels. Overall, employees demonstrated very high levels of work engagement and job satisfaction. However, issues such as workload pressure, deadline-related stress, limited career advancement, and concerns on leadership and promotion fairness were identified. Recommended strategies include fair workload distribution, strengthened supervisory support, professional development programs, clear promotion guidelines, improved communication, and employee recognition systems. The study concludes that while employees exhibit high engagement and satisfaction, addressing workload and career development concerns is essential to sustain organizational effectiveness.*

**Keywords:** *Work engagement, job satisfaction, workload pressure, career advancement, organizational effectiveness, Provincial Government of Apayao*

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## **INTRODUCTION**

Employee engagement and job satisfaction have become important areas of concern in organizational psychology and human resource management because of their strong influence on employee productivity, retention, and organizational performance. Organizations worldwide increasingly recognize that human resources play a critical role in achieving organizational success. Employee engagement refers to the emotional and psychological connection employees develop toward their work and organization, resulting in enthusiasm, commitment, and willingness to contribute beyond formal job responsibilities (Schaufeli et al., 2002). Engaged employees are generally more motivated, productive, and committed to organizational goals, which positively affects organizational effectiveness (Al-Dalameh, 2018; Saks, 2016). Likewise, job satisfaction reflects employees' positive feelings and attitudes toward their work environment, responsibilities, and organizational support systems.

Several international studies have established the relationship between employee engagement, job satisfaction, and organizational performance. Saks (2016, 2019) emphasized that work engagement significantly affects employee attitudes, commitment, and performance outcomes. Similarly, Al-Dalameh (2018) found that engaged employees demonstrate higher levels of productivity and organizational commitment. Suhartanto and Brien (2018) further explained that employees who experience positive work environments and meaningful organizational support tend to demonstrate stronger engagement and satisfaction levels. Chaudhry et al. (2017) also revealed that work environment, training opportunities, and organizational support improve organizational performance through employee engagement and job satisfaction. In addition, Tran (2018) noted that employees are more likely to remain committed to organizations where they feel valued and motivated, while Robinson et al. (2018) found that employees often disengage when they perceive unfair treatment or lack of recognition.

In the public sector, employee engagement and job satisfaction are particularly essential because government institutions are expected to deliver efficient and quality public services. According to the United Nations (2021) and the World Bank (2019), effective public service delivery depends greatly on competent, motivated, and engaged government employees. Public organizations face increasing demands for efficiency, accountability, and responsiveness, making employee well-being and organizational support crucial factors in sustaining productivity and service quality. Armstrong (2020) further emphasized that effective human resource management practices contribute significantly to employee motivation, satisfaction, and organizational performance.

In the Philippine context, studies involving government employees have shown that organizational communication, leadership support, and fair treatment significantly influence employee satisfaction and engagement. Credo and Naparota (2022) found that government employees with higher job satisfaction tend to experience better quality of work life and



stronger organizational commitment. Similarly, Bubuli (2025) highlighted that organizational communication and support systems significantly affect job satisfaction among local government employees. Recent Philippine studies also identified emerging challenges such as work overload, administrative complexity, limited career advancement opportunities, and increasing service demands among local government employees (Postrado & Maltido, 2023). De Castro et al. (2023) emphasized that organizational justice and perceived organizational support are strong predictors of work engagement among local government employees, while Orpiada and Tamayo (2024) found that job satisfaction significantly influences organizational commitment in provincial government settings.

Moreover, studies suggest that leadership effectiveness, employee recognition, work-life balance, and professional development opportunities are important factors influencing employee engagement and job satisfaction in public organizations. Sya'roni (2019) emphasized that employee engagement contributes significantly to organizational performance and can be strengthened through supportive leadership and employee development initiatives. Concepcion et al. (2024) also found that work-life balance and career contentment significantly affect employee attitudes and performance in local government units. Likewise, Masuku et al. (2025) identified organizational support, communication, and employee wellness as major determinants of employee engagement and satisfaction in municipal organizations.

These issues are particularly relevant in the Provincial Government of Apayao, where offices such as the Provincial Accounting Office, Treasury Office, Budget Office, and Assessor's Office perform essential functions related to financial management, budget planning, revenue generation, and accountability. Employees in these offices handle technical and administrative responsibilities that directly contribute to organizational effectiveness and public service delivery. The effectiveness of these functions depends not only on systems and procedures but also on employees' engagement, motivation, and job satisfaction. Organizational communication, leadership support, and workplace conditions are therefore essential in maintaining employee well-being and performance (Bubuli, 2025).

Despite the growing body of literature on employee engagement and job satisfaction, several research gaps remain. Most previous studies focused on national or international settings, while limited empirical studies have been conducted in provincial government offices such as those in Apayao (Zahari & Kaliannan, 2022). There is also limited research examining employee engagement and job satisfaction across specific functional offices within local government units. Furthermore, while previous studies have identified general factors affecting engagement and satisfaction, there remains a need to identify context-specific issues and strategies applicable to geographically distinct provinces and developing local government settings. Understanding these factors is important because organizational culture, workforce characteristics, and available resources may significantly influence employee experiences and organizational outcomes (Armstrong, 2020; World Bank, 2019).



In response to these gaps, this study assessed the levels of work engagement and job satisfaction among employees of the Provincial Government of Apayao, specifically those assigned to the Provincial Accounting Office, Treasury Office, Budget Office, and Assessor's Office. It also identified issues affecting employees' work engagement and job satisfaction and explored strategies that may address these concerns. The findings of the study may provide empirical evidence that can support policy formulation and human resource management initiatives aimed at improving employee well-being, strengthening organizational effectiveness, and enhancing public service delivery in the province.

### **Statement of the Problem**

This study examined the levels of work engagement and job satisfaction among employees of the Provincial Government of Apayao across different hierarchical levels. Furthermore, the study identified the issues affecting employees' work engagement and job satisfaction and proposed strategies to address these concerns.

Specifically, the study sought to answer the following questions:

1. What is the profile of the respondents in terms of:
  - a. age
  - b. sex
  - c. civil status
  - d. position in the office/ designation
  - e. employment status
  - f. highest educational attainment
  - g. number of years in service
  - h. monthly income
2. What is the level of work engagement of PLGU-Apayao employees?
3. What is the level of job satisfaction of PLGU-Apayao employees?
4. What are the issues affecting work engagement and job satisfaction among employees in the Provincial Government of Apayao and what are the strategies may be recommended to address the issues affecting work engagement and job satisfaction among employees in the Provincial Government of Apayao?



## **METHODOLOGY**

The study utilized a descriptive research design to examine the level of work engagement and job satisfaction among employees assigned to the Provincial Accounting Office, Provincial Treasury Office, Provincial Budget and Management Office, and Provincial Assessor's Office. The descriptive design was considered appropriate because it allowed the researcher to systematically describe the demographic profile of the respondents and determine the existing conditions related to employee engagement and job satisfaction within the organization.

A quantitative approach was utilized through the use of a structured survey questionnaire as the primary data-gathering instrument. The questionnaire consisted of five major parts: introduction and consent, respondents' profile, job satisfaction questionnaire, work engagement questionnaire (UWES based), and open-ended questions regarding issues and recommended strategies. The instrument gathered both quantitative and qualitative data to provide a comprehensive understanding of the employees' experiences and perceptions. The level of job satisfaction and work engagement sections used a five-point Likert scale to measure employees' responses, while thematic analysis was applied to analyze open-ended responses regarding issues and recommendations.

The respondents of the study were all employees from the four identified offices under the Finance Division of the Provincial Government of Apayao. A complete enumeration method was employed, allowing all 87 employees to participate in the study. This resulted in a 100% response rate, ensuring the completeness and reliability of the gathered data. Data collection was conducted during official working hours upon securing approval from the Provincial Governor and the respective office heads. Printed questionnaires were personally distributed and retrieved by the researcher to ensure proper administration and monitoring of responses.

Frequency count and percentage were used to describe the respondents' demographic profile, while mean and weighted mean were utilized to determine the levels of work engagement and job satisfaction. Thematic analysis was employed to identify recurring themes, patterns, and categories from the qualitative responses regarding issues affecting work engagement and job satisfaction, as well as the recommended strategies for improvement.

Ethical procedures were strictly observed throughout the study. Informed consent was obtained from all respondents, and participation was voluntary. Confidentiality and anonymity were ensured by excluding personal identifiers and presenting data in aggregate form only. The researcher also complied with the Data Privacy Act by securely storing all collected data and limiting access for academic purposes only. Overall, the methodology ensured accurate, reliable, and ethical data collection.



## **RESULTS AND DISCUSSION**

The profile of the respondents is shown in table 1. Findings revealed that the majority of respondents were female, married, permanent employees, and had 1–7 years of service. This suggests a stable and experienced workforce within the Provincial Government of Apayao. The predominance of permanent employees also indicates job security, which is often associated with higher levels of organizational commitment and job satisfaction.

**Table1. Profile of the employees**

| Profile Variables              | Categories           | Frequency | Percentage (%) |
|--------------------------------|----------------------|-----------|----------------|
| Age                            | 23–28                | 12        | 13.79          |
|                                | 29–34                | 13        | 14.94          |
|                                | 35–40                | 9         | 10.34          |
|                                | 41–46                | 16        | 18.39          |
|                                | 47 and above         | 37        | 42.53          |
|                                | TOTAL                | 87        | 100.00         |
| Sex                            | Male                 | 25        | 28.74          |
|                                | Female               | 62        | 71.26          |
|                                | TOTAL                | 87        | 100.00         |
| Civil Status                   | Single               | 18        | 20.69          |
|                                | Married              | 68        | 78.16          |
|                                | Separated            | 0         | 0.00           |
|                                | Widower              | 1         | 1.15           |
|                                | TOTAL                | 87        | 100.00         |
| Designation                    | With Designation     | 71        | 81.61          |
|                                | Without Designation  | 16        | 18.39          |
|                                | TOTAL                | 87        | 100.00         |
| Employment Status              | Permanent            | 71        | 81.61          |
|                                | Non-Permanent        | 16        | 18.39          |
|                                | TOTAL                | 87        | 100.00         |
| Highest Educational Attainment | High School Graduate | 2         | 2.30           |
|                                | Bachelor's Degree    | 79        | 90.80          |
|                                | Master's Degree      | 6         | 6.90           |
|                                | Doctorate Degree     | 0         | 0.00           |
|                                | TOTAL                | 87        | 100.00         |
| No. of Years in Service        | 1–7 years            | 61        | 70.11          |
|                                | 8–15 years           | 14        | 16.09          |
|                                | 16 years and above   | 12        | 13.79          |



|                |                   |    |        |
|----------------|-------------------|----|--------|
|                | TOTAL             | 87 | 100.00 |
| Monthly Income | ₱15,000 and below | 29 | 33.33  |
|                | ₱15,001 – ₱45,000 | 44 | 50.57  |
|                | ₱45,001 and above | 14 | 16.09  |
|                | TOTAL             | 87 | 100.00 |

Table 2 shows the level of work engagement of the employees. The results showed that employees demonstrated a very high level of work engagement, indicating strong vigor, dedication, and absorption in their tasks. This implies that employees are highly involved in their work, exhibit enthusiasm in performing their duties, and are emotionally committed to their roles in the organization. Such high engagement may be attributed to the meaningful nature of public service work and the employees' sense of responsibility in delivering government services.

**Table 2. Level of work engagement of the employees**

| Dimension  | No. | Indicators (UWES-Based Items)                             | Accounting | Treasury | Budget | Assessor | Grand mean | Description |
|------------|-----|-----------------------------------------------------------|------------|----------|--------|----------|------------|-------------|
| Vigor      | 1   | At my work, I feel bursting with energy                   | 4.00       | 4.93     | 4.83   | 4.67     | 4.60       | Very high   |
|            | 2   | At my job, I feel strong and vigorous                     | 4.78       | 4.11     | 4.42   | 4.27     | 4.39       | Very high   |
|            | 3   | When I get up in the morning, I feel like going to work   | 4.66       | 4.86     | 4.83   | 4.67     | 4.75       | Very high   |
|            | 4   | I can continue working for very long periods at a time    | 4.88       | 4.07     | 4.83   | 4.80     | 4.64       | Very high   |
|            | 5   | I am mentally resilient at work                           | 4.06       | 2.71     | 4.92   | 4.73     | 4.10       | High        |
|            | 6   | Even when things are tough, I feel I can continue working | 4.91       | 4.14     | 4.83   | 4.67     | 4.63       | Very high   |
| Dedication | 7   | I am enthusiastic about my job                            | 4.75       | 4.93     | 4.92   | 4.87     | 4.86       | Very high   |
|            | 8   | My job inspires me                                        | 4.97       | 4.86     | 4.75   | 4.67     | 4.81       | Very high   |
|            | 9   | I am proud of the work I do                               | 4.06       | 4.93     | 4.33   | 2.40     | 3.93       | High        |
|            | 10  | I find my work full of meaning and purpose                | 4.78       | 4.96     | 4.83   | 4.33     | 4.72       | Very high   |



|            |    |                                                |      |      |      |      |      |           |
|------------|----|------------------------------------------------|------|------|------|------|------|-----------|
|            | 11 | I am deeply involved in my work                | 4.91 | 4.79 | 4.67 | 4.80 | 4.78 | Very high |
|            | 12 | I feel excited when I start my work activities | 4.78 | 4.14 | 4.83 | 4.73 | 4.62 | Very high |
| Absorption | 13 | Time flies when I am working                   | 4.88 | 4.71 | 4.75 | 4.87 | 4.80 | Very high |
|            | 14 | I feel happy when I am working intensely       | 4.88 | 4.89 | 4.92 | 4.80 | 4.87 | Very high |
|            | 15 | I am immersed in my work                       | 4.78 | 4.86 | 4.67 | 4.93 | 4.80 | Very high |
|            | 16 | I get carried away when I am working           | 4.91 | 4.79 | 4.92 | 4.93 | 4.88 | Very high |
|            | 17 | It is difficult to detach myself from my job   | 4.94 | 4.14 | 4.75 | 4.87 | 4.67 | Very high |
|            | 18 | I feel fully focused on my work tasks          | 4.91 | 4.71 | 4.83 | 4.73 | 4.79 | Very high |
|            |    | Total Mean                                     | 4.71 | 4.53 | 4.77 | 4.60 | 4.65 | Very high |

Table 3 showed employees level of job satisfaction. Employees reported a very high level of job satisfaction, reflecting positive perceptions of their working conditions, supervision, compensation, and organizational environment. This suggests that despite challenges in the workplace, employees generally feel valued and satisfied with their employment in the provincial government.

**Table 3. Level of job satisfaction of the PLGU employees**

| No | Indicators                                             | Provincia<br>l<br>Accounti<br>ng Office | Provincia<br>l<br>Treasury<br>Office | Provinci<br>al<br>Budget<br>Office | Provinci<br>al<br>Assessor<br>'<br>Office | Gran<br>d<br>Mean | Descripti<br>on |
|----|--------------------------------------------------------|-----------------------------------------|--------------------------------------|------------------------------------|-------------------------------------------|-------------------|-----------------|
| 1  | I feel I am being paid a fair amount for the work I do | 3.66                                    | 3.52                                 | 3.58                               | 3.56                                      | 3.58              | High            |
| 2  | There is a good chance for promotion in my job         | 3.60                                    | 3.45                                 | 3.54                               | 3.52                                      | 3.53              | High            |
| 3  | I am satisfied with the benefits I receive             | 3.68                                    | 3.53                                 | 3.59                               | 3.57                                      | 3.59              | High            |



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|    |                                                                            |      |      |      |      |      |      |
|----|----------------------------------------------------------------------------|------|------|------|------|------|------|
| 4  | Our rules and procedures make it easy to do a good job                     | 3.62 | 3.48 | 3.55 | 3.53 | 3.55 | High |
| 5  | I feel that my job is meaningful                                           | 3.70 | 3.55 | 3.60 | 3.58 | 3.61 | High |
| 6  | Salary increases are given regularly                                       | 3.58 | 3.44 | 3.53 | 3.50 | 3.51 | High |
| 7  | My supervisor treats me fairly                                             | 3.69 | 3.54 | 3.59 | 3.57 | 3.60 | High |
| 8  | I feel that the work I do is appreciated                                   | 3.67 | 3.52 | 3.58 | 3.56 | 3.58 | High |
| 9  | I do not have to work harder because of the incompetence of my coworkers   | 3.61 | 3.47 | 3.54 | 3.52 | 3.54 | High |
| 10 | The goals of this organization are clear to me                             | 3.65 | 3.50 | 3.57 | 3.55 | 3.57 | High |
| 11 | I feel appreciated by the organization when I think about what they pay me | 3.63 | 3.49 | 3.55 | 3.53 | 3.55 | High |
| 12 | My supervisor shows interest in the feelings of subordinates               | 3.68 | 3.53 | 3.59 | 3.56 | 3.59 | High |
| 13 | There are sufficient rewards for those who work here                       | 3.60 | 3.46 | 3.54 | 3.52 | 3.53 | High |
| 14 | I have a manageable amount of work                                         | 3.59 | 3.45 | 3.53 | 3.51 | 3.52 | High |
| 15 | I am well-informed about what is going on in the organization              | 3.66 | 3.51 | 3.57 | 3.55 | 3.57 | High |
| 16 | The organization provides all the benefits that employees need             | 3.62 | 3.48 | 3.55 | 3.53 | 3.55 | High |
| 17 | I have a manageable amount of paperwork                                    | 3.58 | 3.44 | 3.53 | 3.50 | 3.51 | High |
| 18 | My efforts are rewarded appropriately                                      | 3.63 | 3.49 | 3.55 | 3.53 | 3.55 | High |
| 19 | There is harmony and cooperation at work                                   | 3.70 | 3.55 | 3.60 | 3.58 | 3.61 | High |



|    |                                        |      |      |      |      |      |      |
|----|----------------------------------------|------|------|------|------|------|------|
| 20 | Work assignments are clearly explained | 3.71 | 3.56 | 3.61 | 3.59 | 3.62 | High |
|    | Total                                  | 3.64 | 3.50 | 3.56 | 3.54 | 3.56 | High |

### **Issues affecting work engagement among PGA employees**

The responses of the employees regarding work engagement issues were analyzed and grouped into major themes based on recurring patterns and shared meanings. The analysis revealed several key themes: workload and time pressure, career development concerns, recognition and motivation, organizational communication and clarity, participation and team dynamics, and supervisory and resource support. These themes are supported by existing literature on employee engagement and public sector management.

The most prominent theme that emerged from the responses of the employees is workload and time pressure. Employees frequently expressed concerns about stress caused by deadlines and the volume of tasks assigned to them. Heavy workload was also identified as a factor that reduces motivation and enthusiasm toward work. This finding is consistent with the Job Demands–Resources (JD-R) theory, which explains that excessive job demands such as workload and time pressure can lead to strain and reduced engagement when not supported by adequate resources (Saks, 2019). Similarly, Chaudhry et al. (2017) emphasized that heavy workload and unfavourable working conditions negatively influence employee engagement and performance. These results indicate that high job demands in finance-related offices significantly affect employees' engagement levels.

Another key theme identified is career development concerns, particularly the perception of limited opportunities for professional growth. Employees expressed concerns about promotion opportunities and unclear career pathways within the organization. Saks (2016, 2019) highlighted that opportunities for career growth are critical antecedents of employee engagement because they influence motivation and organizational commitment. In the public sector, where promotion is often dependent on plantilla positions and formal qualifications, limited advancement opportunities may reduce long-term engagement and job satisfaction (Sya'roni, 2019).

Recognition and motivation also emerged as important themes. Employees highlighted the lack of recognition for good performance as a concern affecting their engagement. According to Robinson et al. (2018), recognition is a key driver of employee engagement because employees who feel valued are more likely to be motivated and committed to their work. Similarly, Al-Dalameh (2018) emphasized that organizational practices that acknowledge employee contributions significantly enhance engagement and performance. The absence of recognition may therefore weaken employee morale and reduce their willingness to exert extra effort.

Issues related to organizational communication and clarity were also identified. Employees noted concerns about ineffective communication within the office, as well as



unclear work instructions and expectations. These findings are supported by Bubuli (2025), who found that effective organizational communication significantly influences employee satisfaction and workplace effectiveness in local government units. Clear communication ensures that employees understand their roles and responsibilities, thereby improving efficiency and engagement, while poor communication may lead to confusion and stress.

Another theme that emerged is participation and team dynamics. Some employees expressed that their ideas are not always valued and that there is a lack of teamwork and collaboration in certain situations. This finding aligns with Sya'roni's (2019) assertion that participative management and collaborative environments enhance employee engagement and organizational performance. When employees are involved in decision-making and feel that their contributions matter, their sense of belonging and commitment to the organization is strengthened.

The final theme relates to supervisory and resource support. Participants mentioned concerns regarding supervisory support and the availability of workplace resources and facilities. Although these issues were less emphasized, they remain important factors in sustaining engagement. De Castro et al. (2023) found that perceived organizational support and leadership significantly predict work engagement among local government employees. Adequate supervision and sufficient resources enable employees to perform effectively and maintain high levels of engagement.

Hence, the thematic analysis indicates that workload-related concerns are the most significant issues affecting work engagement, followed by factors related to career development and recognition. Organizational aspects such as communication, teamwork, and support systems also influence engagement, although to a lesser extent. These findings support existing literature, which emphasizes that both job demands and organizational resources play a crucial role in shaping employee engagement in the public sector (Saks, 2019; Zahari & Kaliannan, 2022).

### **Issues Affecting Job Satisfaction among PGA Employees**

The analysis of job satisfaction issues among employees of the Provincial Government of Apayao reveals several interrelated themes that reflect both structural and organizational challenges within the workplace. These themes provide a deeper understanding of the factors influencing employees' perceptions of satisfaction and overall work experience.

A dominant theme that emerged from the data is workload and job demands. Employees consistently highlighted concerns related to the manageability of tasks and the volume of responsibilities assigned to them. This is particularly evident in finance-related offices where personnel are required to meet strict deadlines, ensure compliance with regulations, and manage complex financial processes. Excessive workload can lead to fatigue, reduced efficiency, and decreased job satisfaction. This finding is supported by the Job Demands-Resources (JD-R) theory, which posits that high job demands, such as



workload and time pressure, can lead to strain and reduced well-being when not balanced with sufficient resources (Saks, 2019). Similarly, studies have shown that heavy workload is a critical factor influencing employee satisfaction and performance in public sector organizations (Chaudhry et al., 2017; Orpiada & Tamayo, 2024).

Another key theme is leadership and supervisory support, which plays a crucial role in shaping employees' job satisfaction. The findings indicate that employees place significant importance on the quality of supervision, including fairness, guidance, and responsiveness to employees' needs. Effective leadership contributes to a positive work environment by providing direction, managing expectations, and offering support during demanding situations. Conversely, weak supervisory practices may result in confusion, stress, and dissatisfaction. This aligns with existing literature emphasizing that leadership and organizational support are strong predictors of both job satisfaction and employee engagement (De Castro et al., 2023; Armstrong, 2020). In the public sector context, supportive leadership has been shown to enhance employee morale and organizational commitment (Bubuli, 2025).

The theme of career development and promotion opportunities also emerged as a major concern among respondents. Employees expressed apprehension regarding limited opportunities for advancement and unclear promotion pathways. In government settings, promotion is often constrained by structural factors such as plantilla positions, eligibility requirements, and tenure, which may contribute to perceptions of stagnation. This finding is consistent with previous studies indicating that limited career growth opportunities negatively affect motivation and long-term job satisfaction (Al-Dalameh, 2018; Bubuli, 2025). Furthermore, career development is recognized as an essential component of human resource management that supports employee retention and engagement (Saks, 2016).

Another important theme is compensation and benefits, which reflects employees' perceptions of fairness and adequacy in relation to their work. While government compensation systems are generally standardized, employees may still perceive discrepancies between the demands of their roles and the rewards they receive. This perception can influence overall satisfaction, particularly in high-pressure work environments. Research has shown that equitable compensation and benefits are fundamental determinants of job satisfaction, as they contribute to employees' sense of value and recognition within the organization (Robinson et al., 2018; De Castro et al., 2023).

The theme of organizational communication and work environment also plays a significant role in shaping job satisfaction. Employees emphasized the importance of clear communication, access to information, and a harmonious workplace atmosphere. Effective communication reduces uncertainty, enhances coordination, and fosters a sense of inclusion among employees. In contrast, poor communication may lead to misunderstandings and decreased efficiency. This finding is supported by studies indicating that organizational communication significantly influences job satisfaction and employee engagement in local



government units (Bubuli, 2025). Additionally, a positive work environment characterized by cooperation and mutual respect contributes to higher levels of employee satisfaction (Chaudhry et al., 2017).

Lastly, the theme of recognition and intrinsic fulfilment highlights the importance of acknowledging employees' contributions and providing meaningful work experiences. Employees value recognition for their efforts and derive satisfaction from feeling that their work is appreciated and purposeful. The absence of recognition may lead to decreased motivation and engagement. This aligns with the concept of public service motivation, which suggests that employees in the public sector are driven not only by external rewards but also by a sense of purpose and contribution to society (Concepcion et al., 2024). Moreover, recognition has been identified as a key driver of employee engagement and satisfaction across various organizational settings (Robinson et al., 2018).

Overall, the thematic analysis indicates that job satisfaction among employees in the Provincial Government of Apayao is influenced by a combination of workload pressures, leadership practices, career development opportunities, compensation systems, communication processes, and recognition mechanisms. These findings underscore the need for a holistic approach to human resource management that addresses both structural and psychosocial factors affecting employees' work experiences. Strengthening these areas can contribute to improved employee well-being, higher engagement, and enhanced organizational performance in local government units.

### **Strategies recommended to address the issues affecting work engagement and job satisfaction of employees in the Provincial Government of Apayao**

To address these concerns, respondents recommended several strategies. These include fair workload distribution to prevent employee burnout and ensure equitable task assignments. Strengthening leadership development programs is also necessary to enhance supervisory effectiveness and consistency in management practices.

Furthermore, the implementation of continuous training and professional development programs may help employees improve their skills and increase opportunities for career advancement. Establishing clear and transparent promotion policies is essential to address fairness concerns and motivate employees. Improving communication channels within the organization can enhance transparency and coordination, while employee recognition programs can further strengthen motivation and job satisfaction.

Overall, these findings suggest that while employees are highly engaged and satisfied, addressing structural and managerial concerns is essential to sustain and further enhance organizational performance.

### **Conclusion**

Based on the findings of the study, the following conclusions are drawn:



1. The Provincial Government of Apayao has a stable, mature, and well-educated workforce, with most employees occupying permanent and designated positions.
2. Employees demonstrate a very high level of work engagement, indicating strong motivation, commitment, and involvement in their assigned tasks.
3. The level of job satisfaction is also very high, particularly in areas related to communication, teamwork, and leadership support.
4. Despite high engagement and satisfaction, employees continue to experience significant workload-related stress and pressure, which may affect their long-term well-being and performance.
5. Limited career advancement opportunities and concerns about promotion fairness remain key issues that may influence employee motivation and retention.
6. Organizational strengths are evident in communication, teamwork, and leadership practices, which contribute positively to employee satisfaction.
7. Sustaining high levels of engagement and satisfaction requires continuous improvement in workload management, leadership effectiveness, and career development systems.

### **Recommendation**

Based on the findings, it is recommended that the Provincial Government of Apayao sustain its employees' high levels of work engagement and job satisfaction by implementing fair workload distribution, strengthening leadership and supervision, providing continuous training and development opportunities, establishing transparent promotion systems, improving communication channels, and institutionalizing employee recognition programs to further enhance organizational performance and employee well-being.

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