

## Tracing Connections of Work Motivation and Job Satisfaction Among Administrative Support Staff in A State University: A Psychological Study

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### Abstract

This descriptive-correlational study explored the level of job satisfaction and work motivation among employees in a higher education institution, with a specific focus on the administrative support staff of a state university. With 147 randomly selected respondents who answered two five-point Likert scale survey questionnaires, the findings revealed that the higher education institution being studied demonstrates a high level of overall job satisfaction. Notably, the administrative support staff possessed a strong sense of job satisfaction, indicating a positive perception and contentment with their respective roles within the organization. Furthermore, the study recognized a high level of work motivation, indicating a significant degree of drive, enthusiasm, and dedication among the staff toward work tasks and responsibilities. An analysis of the data confirmed a positive correlation between job satisfaction and work motivation, showing that employees with higher levels of work motivation are more likely to experience greater job satisfaction within a state university. These findings emphasized the importance of cultivating work motivation and creating a supportive work environment in higher education institutions. By prioritizing work motivation and job satisfaction, organizations can enhance employee engagement, productivity, and overall well-being.

**Keywords:** work motivation, job satisfaction, workplace, staff

### 1. Introduction

The dynamics of the global economy have placed greater importance on human resources development (HRD) to create and sustain growth and improvement. This essential has become more pronounced in many communities including higher education institutions considered the main agent to equip the human resource force for the country (Acido & Kilongkilong, 2022; Adrias, 2022; Cabahug & Ferrater-Gimena, 2018).

Human Resource Management and Development then in every organization has premium roles and functions alongside the concerns for the proficient development and operation of capital, technology, and other resources. As global competitiveness is more and more becoming a major influence in the landscape, educational institutions must recognize that human resource development must be given priority.

Unquestionably, the efficacy of any higher education institution to translate its mandates into tangible outputs and observable deliverables is dependent primarily on the competence, motivation, and commitment of its faculty and administrative support staff deemed as the core of the educational process. They are valued as indispensable partners of the university to forge the primary clientele and take on a vital role in the education of the youth. Of equal significance is the role of the administrative support staff who cannot be downplayed due to their support to the academic and the nonacademic management and the student services. Pereda, et. al (2020) pointed out that managers and school leaders get things done through the work of the people under their direct charge. Motivating employees to perform well is a major concern of every manager and plays a very important role in employee professional development and morale. In addition, compensation is a motivator for employee performance. However, not all rewards have the same effect on all employees.

In a higher educational institution set-up, the thrusts on instruction, research, extension, and production that are main measures and crucial targets to the efficient accomplishment of directives are made possible by the administrative support staff. With their commitment to rendering timely and efficient ancillary services, they contribute to the operational accountability and performance of an institution. Tracking the job motivation and

job satisfaction of non-faculty staff within an organization and correlating these work-related aspects can serve as a good basis for reflection. Motivation has always been a key factor in employee performance and remains an important issue for all commercial and non-profit organizations (Namoc & Tirol, 2016). When we look at the desire to do things, motivation has a big impact because everyone has different reasons for working. Some work for money, others for love and personal fulfillment. Others work to reach their goals and feel better. I would like to contribute more than myself. (Printer, 1995).

Job satisfaction, on the other hand, relates to employees' feelings and expectations of their jobs and organizations. Job satisfaction provides insight into employees' general feelings and thoughts about their jobs and organizations (Miner, 1992). Job satisfaction occurs only when job characteristics match workers' wants (Davis, 1985) or when workers' psychological and other needs are met (Aziri, 2011). Given the established claims about the relationship between job motivation and job satisfaction, how do we assess administrative support personnel's determination in performing their duties, while also considering their views of workplace compensation? It would be useful to consider whether.

## 2. Review of Related Literature

Morality is the mental attitude that causes individuals to do their work willingly, eagerly, or unwillingly. This statement is emphasized by Corpus (2013) when discussing job satisfaction monitoring, which is of critical importance to both agency managers and staff development. Everyone has different reasons for working. Everyone reacts differently to situations and working conditions. Some employees may be very happy with their jobs, while others may be very dissatisfied with the same conditions. In addition, the challenges, problems and difficulties that employees face in their lives have an impact, which ultimately affects or diminishes the job satisfaction of the workforce as a whole.

To clarify and underscore this research, several researchers have developed practical definitions of teacher motivation and job satisfaction. This definition can also be traced back to staff working with educators. In addition, other ideas were considered with motivation and satisfaction as the main components. This report summarizes trends in employee motivation and job satisfaction. One example is the work of Cherry (2023), which describes motivation as the driving force behind human behavior and why people do things. This is also the process of initiating, controlling and sustaining goal-oriented behavior. (2015) defined the term 'motivation' as the intrinsic and extrinsic motives or forces that determine concentration and direct learner behavior toward a particular goal or goal. In addition, job satisfaction has been defined as "a pleasant or positive emotional state resulting from an evaluation of one's work experience" (Locke, 1976). According to Lin (2018), it is individuals' feelings about certain aspects of their careers and jobs that influence organizational productivity and job performance.

It is also pointed out that the manager's job is to arouse and sustain the interests of his employees and to enable them to work enthusiastically and diligently to achieve desired or aspired goals. (Corpuz, 2013). Motivating employees to perform well should be the concern of every boss or manager who has subordinates who should be properly directed and directed to achieve organizational goals. This is corroborated by his Revano (2019), where he explained that motivation is characterized as a natural enthusiasm and primary drive to get work done. He further emphasized that motivation can be used to align employee actions and actions with a constructive vision. With the right motivation, employees become loyal and valued employees and help maintain company retention.

In addition, job satisfaction can be considered to be an employee's inner feelings towards work. Empirically, several studies have found that motivation and job satisfaction are highly correlated with many other factors. According to Prayudi and Komariyah (2023), job motivation has a significant positive impact on employee job satisfaction. One's degree of job satisfaction is greatly influenced by their motivation at work. A person with high work motivation will be more engaged at work and will generally be happier with their work, which can boost job satisfaction. Conversely, those who are less motivated or less engaged in their task will be unsatisfied with their labor and generate fewer-than-ideal outcomes.

Increased career options and opportunities for self-development for employees, as well as the creation of a pleasant and productive work environment, are all effective approaches to boost employee motivation. Consequently, productivity grows as employee work satisfaction increases. Another study investigated the relationship between job motivation and job satisfaction. We review previous research on this subject and present some ideas and studies that highlight the importance of job motivation and job satisfaction in improving employee productivity and overall job satisfaction. introduced. We also explored various factors that contribute to job satisfaction and motivation, including job security, organizational culture, and career advancement opportunities. The findings of this study support the initial claim of a strong positive association between job satisfaction and job motivation, suggesting that employers may promote job satisfaction and job motivation. Emphasizes the need to create working environments (Prayudi & Komariyah, 2023).

Notably, Tiwari, et al (2023) observed the need for enterprises to understand how to successfully inspire and retain their competent personnel in the sector, as well as the rising demand for Information Technology (IT) specialists in the labor market today, are the driving forces behind the study. The study is a descriptive analysis that draws support from previous research on job satisfaction and motivation at work. IT workers were surveyed to get primary data that were used to assess the interconnectedness of the various elements affecting motivation and job satisfaction. The study's findings suggest that among IT professionals, job satisfaction and work motivation are positively correlated. The study also found several crucial motivating variables that have had a big influence on workers in job satisfaction (Tiwari, et al, 2023).

In another study, Basalamah and As'ad (2021) found that motivation has a significant impact on job satisfaction. They explained that the higher job motivation of private university lecturers in Makassar City leads to higher job satisfaction. To put this argument in context in Southeast Asia, especially in low-income countries like Indonesia, financial incentives can motivate people to work. This factor has a greater impact on teacher job satisfaction than motivation. Universities need to improve working environment indicators to create comfortable working conditions and increase employee job satisfaction.

Using quantitative data from questionnaires and unbiased observational data collection methods, we found that job motivation has a significant positive impact on employee performance, and that job motivation has a significant positive impact on job satisfaction. Job satisfaction was shown to have no significant positive impact on employee performance. (Dos Santos, Keren & Soares, 2023). Data analysis shows that job motivation has a significant impact on job satisfaction. This implies that employee work satisfaction will rise in direct proportion to how well they are motivated. This implies that as employee motivation increases, so will employee work happiness. The results of tabulating the frequency distribution of respondents' responses, which show that the majority of respondents replied strongly agree and agree on all questions connected to motivation, provide support for the research findings. Thus, it can be said that one of the elements influencing work satisfaction at ETCI College is motivation (dos Santos, Kellen,& Soares, 2023).

The above results are also relevant to the Arab world, as shown in a study by Al-Ansi, Jaboob, and Awain (2023) that aims to explain the intermediary role of job satisfaction between motivation and organizational culture. It is also important to mention that the To investigate staff performance in higher education. A survey of 364 participants from universities in Yemen and Oman found that extrinsic motivation impairs employee performance, while company culture clearly has a positive impact in a dynamic environment. There was found. The results also highlight the positive impact of job satisfaction by engaging, motivating and promoting superiors in improving performance in dynamic environments.

Pundhir and Rastagi (2023) used job satisfaction as an intermediary to highlight the importance of motivating employees when working remotely in higher education. The results also showed that extrinsic motivation is more important than intrinsic motivation, which is a major issue for job satisfaction in dynamic situations. During the Covid-19 epidemic, increased rewards, supervisor motivation, and increased interaction with coworkers through social media and interactive platforms were all examples of extrinsic motivation.

This notion of constant improvement in the workplace is supported by the study of Pundhir and Rastugi (2023) which proposed that when it comes to stirring the employees' drive in the workplace, businesses frequently struggle. To help people feel satisfied in their job, organizations require innovative programs and policies. It is the organization's primary goal to pinpoint the elements that support great performance at work. The study showed that the relationship and organizational findings demonstrate that many factors, both those directly associated with and those unrelated to employees' occupations, have an impact on their motivation and job satisfaction. The relationship between motivation and job satisfaction among employees was also favorable. The relationship between the nature of the task and job satisfaction was largely positive (Pundhir and Rastugi, 2023).

The outcome of the regression analysis demonstrated that factors such as income and benefits, certification, workplace culture, and working conditions all have a positive impact on employees' job satisfaction. The nature of the work itself is the main factor in determining whether or not a person is pleased in their career. Additionally, wages and perks have a significant impact on how contented employees are at work (Pundhir & Rastugi, 2023).

Previous studies have clearly pointed out that extrinsic motivation is essential for job satisfaction. It was shown that the staff should be more recognized and motivated from the point of view. increase their satisfaction. Studies have shown that librarians' job satisfaction is low, but their motivation is high. In addition, associations were established between motivation and job satisfaction factors. Motivation, the motivation or encouragement that an individual has to work harder while being satisfied with their work, has been shown to have a significant impact on job satisfaction among librarians. In fact, motivated librarians are more likely to be satisfied with their work, which influences their performance, success, and organizational success (Idiegbeyan-Ose et. Al, 2019).

One of the organization's greatest strengths is the relationship and communication between employees and managers. In other words, unrewarded incentives have a greater impact on employee success because they drive greater awareness. Non-compensation initiatives should be used within compensation measures to improve internal processes to ensure progress (Ali & Anwar, 2021).

Considering the impact of intrinsic motivation on job satisfaction, Toumahuw's (2022) study supports this, perhaps recognizing prospects for progress at work, so workers with higher income were found to report higher job satisfaction than workers with lower . This study was conducted with 284 middle-aged workers in Vietnam and investigated the role of income in the relationship between intrinsic motivation and job satisfaction. According to the results of this study, different motivation strategies should be used for different groups of employees depending on their income level. The outcome explains why it is expected that people will be concerned more about intrinsic elements like career advancement opportunities once they have attained a specific level of income. This is also following Maslow's hierarchy of needs which indicates that the need for money is at the security level while the desire for growth is at the level of self-actualization.

People will progress to higher-level needs after a lower-level need is met. This only shows that both extrinsic and intrinsic motivation considerably affects employees' job satisfaction. Omar, Idrus, and Jamal (2021) investigated how job motivation affects job satisfaction among academic staff at polytechnic institutions. Single-cross-sectional research and quantitative methods were used and the multiple regression analysis' findings indicated that job motivation considerably and favorably affects job satisfaction. It suggested that increasing intrinsic and extrinsic motivation at work is crucial for increasing job satisfaction among academic staff at polytechnic institutions.

This is supported by a study conducted in Tianfu, China, "Key Strategies for Improving Job Satisfaction and Job Performance", which suggests that three independent variables are important: Compensation, working conditions and career development have a significant impact on employee job satisfaction. Additionally, the study recommended the development of a detailed payroll system to help teachers have a clear understanding of what constitutes pay (Sunday 2022).

On the other hand, job aspects that influence job satisfaction are communication and colleagues, promotion, job security, salary, corporate and supervisory governance, intrinsic factors of working conditions, and social aspects of work. Factors that influence job satisfaction are promotion, the job itself, supervision, peers, employment security, working conditions, management/policies, communication, responsibility, evaluation, job performance, and opportunities for development. Similarly, a study by Wahyudia, Panjaitanb, and Junaedib (2023) analyzed the impact of leadership style, motivation, and work environment on job satisfaction and employee performance in the Pekanbaru Municipal Department of Environmental Health. The results show that leadership style does not significantly affect job satisfaction and performance. On the other hand, the working environment has a significant positive impact on job satisfaction. According to the study's findings, motivation does not significantly affect job satisfaction, indicating that both high and low levels of motivation have little bearing on it. As a result, employee job satisfaction is unaffected by staff motivation levels, whether they are high or low. When a person is satisfied with their work, it shows in their enjoyment of it (Wahyudia, et al., 2023).

Given that motivation is crucial for boosting job satisfaction, recommendations were made to boost employee motivation. The fact that there is a unidirectional relationship between motivation and job satisfaction is a good sign; the more motivated people are, whether it's because of their colleagues or within themselves. This study can further look into this phenomenon in the Philippine context, particularly in a system-wide perspective situated among the administrative support staff in a state university.

### **3. Research Focus and Questions**

This study investigated the job motivation and job satisfaction of administrative staff at a public university. Specifically, the study sought answers to the following questions:

(1) What are the job motivations of state university clerks? (2) What is the job satisfaction of state university clerks?; Is there a significant relationship between satisfaction levels?

### **4. Methodology and Methods**

The purpose of this study was to clarify the levels of job motivation and job satisfaction among administrative staff at public universities, and the relationship between the two. A descriptive correlation design of the study was used to explore relationships between variables within the study. Descriptive research has been used to observe and analyze pre-existing states, behaviors, or characteristics of populations or phenomena in order to provide comprehensive and detailed descriptions (Miller & Johnson, 2021). It describes relationships between variables of interest without manipulating them. This involves measuring variables of interest and assessing the strength and direction of associations between variables (Garcia & Lopez, 2021).

#### ***Sampling***

Sample design is the process of selecting an appropriate number of units from a population of interest to provide accurate information about the population as a whole (Hair, Babin, Money, & Samuel, 2003). The target group of research is the entire group of people of interest to the researcher (Easton & McColl, 1997). The study subjects were 237 non-faculty or administrative assistants at public universities in the Philippines. A sample of 147 out of 237 was taken. To obtain a representative sample, a simple random sampling technique using random numbers in the calculator was employed. The list of all the employees of the state university was secured and was assigned a unique identification. The random selection process gave an equal chance of being included in the sample.

#### ***Procedures of the Study***

Following ethical principles, the researcher requested the consent of the support staff from the utility workers, including those in the job order status, up to the administrative officers to gather information about their job satisfaction and work motivation. They were oriented to the benefits and risks that they may encounter while

participating in the study. This meant that the data gathered can provide insight for implementing more contextualized human resource development programs in such a state university. All the respondents and participants were ensured of their confidentiality and anonymity in the study. Minimum health standards were also observed during the conduct of the survey.

This study is descriptive-correlational which pivoted the researcher to use a survey questionnaire distributed to the respondents. To establish the quality of this cross-sectional study from December 2022 to May 2023 or during the second semester, the tool was validated, pilot-tested, and it was able to generate a desirable reliability score. An arbitrary scale of means was employed to interpret the gathered data from the respondents. To triangulate the data gathered from the administrative support staff, document analysis on how the constructs have been viewed through the context of the country was done.

## Findings

The results of the study were generated through two 5-point Likert scale questionnaires on work motivation and job satisfaction.

*Work Motivation.* In terms of work motivation, the scale of means was interpreted according to Highly Motivated (3.67 - 5.00); Motivated (2.34 - 3.66); and Not Motivated (1.00 - 2.33). Table 1 sheds light on the level of work motivation among employees in a state university. The data indicate that a significant majority of the respondents expressed high levels of motivation in their work.

**Table 1:** *Level of Work Motivation among the Administrative Support Staff in a State University*

Level of Work Motivation	f	%
Highly Motivated	126	85.7
Motivated	21	14.3
Total	147	100.0

According to Table 1, 126 individuals, accounting for 85.7% of the respondents, assessed themselves as "Highly Motivated." This shows a strong positive disposition towards work motivation among the participants, with a large proportion considering themselves highly motivated in their roles within the academic institution.

Furthermore, 21 respondents, representing 14.3% of the total, reported being "Motivated" in their work. Although this proportion is comparatively smaller, it still specifies a notable number of individuals who hold positive views about their level of work motivation. This confirms Zarate's (2016) reiteration that motivation is a psychological process that controls behavior, and she argues that psychologists believe that human behavior is primarily goal-oriented. He believes that there are forces that guide individuals to act in certain ways. Action or direction to act in a particular way. A person's performance at work and other tasks is determined by both their skills and motivation. Interviewees are civil service employees and therefore exhibit average to high work motivation given the nature of their duties at state universities. Meanwhile, the absence of "Not Motivated" administrative support staff, among the respondents, is a positive manifestation of the environment and culture observed in the institution with respect to individual employee's motivation.

*Job Satisfaction.* As part of the goal of this study, job satisfaction was interpreted according to the scale of means: Very Satisfied (4.51-5.0), Satisfied (3.51-4.50), Fairly Satisfied (2.51-3.50), Dissatisfied (1.51-2.50), and Very Dissatisfied (1.00-1.50). Table 2 provides insights into the job satisfaction levels of the respondents in the study. The data identify that a significant proportion of the respondents expressed positive sentiments towards their job in a state university.

**Table 2 :** *Level of Work Motivation among the Administrative Support Staff in a State University*

<b>Level of Job Satisfaction</b>	<b>f</b>	<b>%</b>
Very Satisfied	<b>33</b>	22.4
Satisfied	<b>108</b>	73.5
Fairly Satisfied	<b>6</b>	4.1
Total	147	100.0

Based on Table 2, it is evident that 33 individuals, accounting for 22.4% of the respondents, assessed their job satisfaction as "Very Satisfied." This stipulates a substantial number of individuals who hold a highly positive perception of their job satisfaction. Additionally, 108 respondents, comprising 73.5% of the total, reported being "Satisfied" with their job, further highlighting a majority of individuals who hold positive views about their work experience.

In contrast, only 6 respondents, representing a mere 4.1% of the total, assessed their work motivation as "Fairly Satisfied." This posits that a relatively small proportion of individuals in the study found their work motivation to be at an acceptable level.

An interesting observation from the data is that none of the respondents considered themselves "Very Dissatisfied" with their workplace. This denotes that the majority of individuals in the study hold at least a certain level of satisfaction with their job, indicating a generally positive work environment. This proves the views of Ali and Anwar (2021) that organizations must ensure high employee satisfaction, which is a prerequisite for increasing productivity, responsiveness, quality and service recognition. This also entails the state university wherein these respondents are affiliated with. To achieve a better level of job satisfaction, administrators may also explore the provisions of remuneration, and job incentive that may affect employee performance and results in employee satisfaction (Prayudi & Komariyah, 2023).

*Relationship of Work Motivation and Job Satisfaction.* An academic institution, just like a state university, operates in a highly complex, and demanding work setting. Similar to the study of Al-Ansi, Jaboob, and Awain (2023), extrinsic incentives should be used aggressively and be implemented to boost employee performance and work satisfaction in a dynamic and arbitrary atmosphere just like a state university. In Table 3, the cohort of administrative support staff revealed a significant correlation between work motivation and job satisfaction.

**Table 3:** *Relationship of Work Motivation and Job Satisfaction among Administrative Support Staff in a State University*

	<b>WORK MOTIVATION</b>	<b>JOB SATISFACTION</b>
Pearson Correlation	1	<b>.668**</b>
Sig. (2-tailed)		<b>.000</b>
N	147	147
<b>WORK MOTIVATION</b>		
Pearson Correlation	<b>.668**</b>	1
Sig. (2-tailed)	<b>.000</b>	
N	147	147

Table 3 elaborated that work motivation and job satisfaction had a strong positive correlation,  $r(147)=.67$ ,  $p=.000$ . The research results in Table 3 show a strong positive correlation between work motivation and job satisfaction of the participants. A correlation coefficient ( $r$ ) of 0.67 indicates a strong and statistically significant relationship between the two variables. A P-value of 0.000 indicates that the observed correlation probably did not occur by chance alone. This testifies to the conclusion that there is a significant relationship between the work motivation and job satisfaction of the administrative support staff of the state university.

The positive correlation coefficient shows that as work motivation increases, job satisfaction tends to increase as well. This finding suggests that the administrative support staff who are more motivated in their work are more likely to experience higher levels of job satisfaction in a higher education institution.

These results are consistent with previous research and theoretical frameworks that have suggested a strong relationship between work motivation and job satisfaction. This shows that when employees feel motivated at work, they are more likely to experience a sense of satisfaction, satisfaction and satisfaction with their work. Based on the results, Omar, Idrus and Jamal (2021) said that both intrinsic and extrinsic motivation significantly and favorably affect job satisfaction. In addition, motivation has a positive and significant effect on performance, and job satisfaction has a positive and significant effect on employee performance (Wahyudia et al., 2023). As Prayudi and Komariyah (2023) emphasize, both motivation and job satisfaction have a positive effect on employees and their commitment to the organization. With this, Prayudi and Komariyah suggested that employers should also focus on strategies to improve job satisfaction and work motivation of their employees.

## 5. Conclusion and Recommendations

The research results specified that the general satisfaction of its employees and especially of the administrative support staff is high in the researched university. In addition, the staff of the state university showed a high work motivation, which contributed to the positive correlation between job satisfaction and work motivation. The data show that the support staff of the state university administration have a positive perception and experience of their job satisfaction. This shows how they find fulfillment and satisfaction in their roles in the institution, which is an encouraging finding for the organization. In addition, the study shows that the support staff of the administration was also highly motivated. This shows that they have passion, enthusiasm and commitment to fulfill their duties and responsibilities. Such high levels of work motivation likely contribute to the positive relationship between job satisfaction and work motivation. This finding supports the notion that employees who are engaged, passionate and motivated in their roles are more likely to be satisfied with their jobs and the overall work environment.

Results underscore the importance of fostering work motivation and creating a supportive and satisfying work environment in higher education institutions. By prioritizing work motivation and job satisfaction, organizations just like state universities can enhance employee engagement, productivity, and overall well-being which may eventually lead to dramatic attainment of the institutional objectives.

Further research and a more comprehensive analysis may be undertaken to gain a deeper understanding of the factors contributing to job satisfaction and work motivation in this specific workplace, especially for the administrative support staff in a state university. Other factors and variables not included in this study may also influence job satisfaction, especially in the context of the new normal or post-pandemic education landscape in the Philippines.

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