

# Level of Work Motivation and Job Satisfaction of Planning and Design Engineers in Department of Public Works and Highways (DPWH) Regional Office IV-A

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**Abstract** – This study aimed to assess the work motivation and job satisfaction levels of planning and design engineers at the Department of Public Works and Highways (DPWH) Regional Office IV-A. Using a quantitative descriptive research design, the study gathered data through a survey instrument that utilized a 5-point Likert scale, divided into two sections: work motivation and job satisfaction. A total of 50 engineers were purposively selected as respondents, with data analyzed using descriptive statistics, including frequency distributions and percentages. The findings revealed moderate levels of work motivation and job satisfaction among the respondents. Factors such as task engagement, the meaningful contribution of work to public infrastructure, and collaboration with colleagues were viewed positively. However, areas such as career advancement, job security, salary satisfaction, and clarity of job responsibilities showed mixed or lower satisfaction levels. A significant number of engineers expressed concerns regarding job security and felt uncertain about their future within the organization. In addition, while many respondents appreciated their autonomy in decision-making, others desired greater empowerment in their roles. Based on the findings, it is recommended that DPWH focus on improving career advancement opportunities, offering clearer paths for professional growth, and addressing concerns about job security. Strengthening the reward systems and offering competitive compensation packages would further enhance motivation and retention. Also, promoting a supportive and transparent work environment where employees feel valued and secure in their roles will contribute to increased job satisfaction and performance. This study emphasizes the need for DPWH to address specific areas of employee concern to improve the motivation and satisfaction of its

**engineers, thereby enhancing their productivity and organizational commitment.**

**Indexed Terms** – Work Motivation/ Job Satisfaction / Planning and Design Engineers/ Public Infrastructure / Department of Public Works and Highways (DPWH)

## I. INTRODUCTION

The success of any organization is heavily dependent on the performance and satisfaction of its employees. In public sector agencies like the Department of Public Works and Highways (DPWH), particularly in the Regional Office IV-A, Planning and Design Engineers play a key role in the planning and execution of critical infrastructure projects. Work motivation and job satisfaction are crucial factors that influence the efficiency and effectiveness of employees in this sector. However, there has been a lack of in-depth studies focusing on the motivation and satisfaction levels of these engineers, particularly within the context of DPWH.

Planning and Design Engineers in the DPWH contribute significantly to the development of the region's infrastructure, making their job satisfaction and motivation an essential area of study. Motivated employees are more likely to be productive, stay longer in their positions, and contribute to the successful completion of projects. Job satisfaction, in turn, impacts not only the quality of work but also the overall performance and retention of staff. Understanding how motivation and job satisfaction are experienced by these engineers, and identifying the factors that influence these aspects, is vital for improving work conditions, employee engagement, and the department's overall success in achieving its goals.

While there has been extensive research on work motivation and job satisfaction in various sectors, few studies focus specifically on the Planning and Design Engineers in government agencies like the DPWH. Existing research tends to focus on general public sector employees or does not consider the specific dynamics in engineering roles related to public infrastructure. This study addressed these gaps by focusing on the unique factors that affect work motivation and job satisfaction among Planning and Design Engineers in DPWH Regional Office IV-A.

This research is vital for understanding the connection between motivational strategies and job satisfaction, particularly in the context of government infrastructure projects. Through the investigation of the work motivation and job satisfaction of DPWH engineers, this study has provided important understanding into how these factors influence job performance and overall organizational effectiveness. These understandings can inform policies and interventions aimed at improving employee satisfaction and productivity, leading to enhanced public service delivery. Furthermore, the findings will serve as a foundation for developing targeted strategies to improve the work environment and increase motivation levels among engineers.

This study is grounded in several key research findings that accentuates the importance of work motivation and job satisfaction in improving organizational performance. For example, research by Akinsola, et al (2023) investigated the relationship between motivational strategies and employee performance, showing that factors such as salary satisfaction, working environment, bonuses, fringe benefits, and training and development significantly influence employee performance. Among these, training and development was found to have the greatest effect on performance. Moreover, employee formal recognition was found to mediate the relationship between these motivational strategies and employee performance, with implications for improving both job satisfaction and productivity.

Another relevant study, conducted by Choi, et al (2017), explored the effects of merit-based pay on organizational performance and employee well-being. The study found that employees in organizations with

merit-based pay schemes were generally less satisfied with their organization compared to those working in organizations without such incentive systems. This negative effect was more pronounced in terms of organizational satisfaction than in pay satisfaction or job satisfaction. These findings are particularly relevant to the study, as merit-based pay and other incentive mechanisms are common in public sector organizations, including DPWH, and can have a significant impact on employees' motivation and satisfaction.

## II. METHODOLOGY

The research study adopted a quantitative descriptive research design in assessing the level of work motivation and job satisfaction among Planning and Design Engineers at the Department of Public Works and Highways (DPWH) Regional Office IV-A. The quantitative approach was chosen because it enabled the collection of numerical data, which can be systematically analyzed to draw meaningful conclusions about the engineers' experiences. The descriptive design is particularly useful for providing a snapshot of the current state of work motivation and job satisfaction without manipulating any variables. Through the use of this approach, the study aimed to capture the engineers' perceptions and provide a clear picture of their attitudes toward their work environment, helping to identify areas for improvement.

The study was conducted in the DPWH Regional Office IV-A, a significant locale within the department, as it specifically houses the planning and design engineers who are the focus of this research. This office is responsible for crucial infrastructure planning and design tasks within the region, making it an ideal site to explore the work motivation and job satisfaction of engineers who directly contribute to public infrastructure development. Through a focus on this locale, the study aimed to generate knowledge that can improve both the working conditions and the performance of engineers, benefiting not only the individuals but also the effectiveness of the department in meeting its goals.

The respondents of this study were 50 Planning and Design Engineers employed at the DPWH Regional

Office IV-A. These engineers were selected using purposive sampling, ensuring that only those directly involved in planning and design roles were included in the study. Purposive sampling was used to target individuals who are most knowledgeable about the factors that influence their motivation and job satisfaction. This sampling method ensures that the findings of the study will reflect the experiences of engineers working in positions directly related to the department's core functions. To further ensure the reliability of the sample, additional criteria, such as years of experience or specific project involvement, was applied to focus on those with significant exposure to the conditions being studied.

The research instrument used in this study is a survey questionnaire with a 5-point Likert scale. The questionnaire is divided into two sections: one focusing on work motivation, another on job satisfaction. The work motivation section explores aspects such as task engagement, career alignment, recognition, and job security, while the job satisfaction section evaluates satisfaction with work-life balance, environment, salary, benefits, and career advancement opportunities. This structure allows for a comprehensive understanding of the factors that contribute to engineers' motivation and satisfaction within the DPWH. The 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), provides a reliable method for gauging the intensity of the respondents' feelings toward each statement.

The reliability of the instrument was assessed using Cronbach's Alpha, which yielded a value of 0.915, indicating excellent reliability. This result suggests that the survey items consistently measure the intended constructs of work motivation and job satisfaction, ensuring that the data collected will be both stable and consistent. Also, the validity of the instrument was ensured through content review by experts in the field. These experts provided feedback on the clarity, relevance, and completeness of the survey items, ensuring that the questions accurately capture the essential elements of work motivation and job satisfaction in the context of the DPWH. This process of expert validation ensures that the instrument is both appropriate for the objectives of the study and context.

For the analysis of the data, the study utilized descriptive statistics, specifically frequencies and percentages. These statistical methods are effective for summarizing the responses from the survey and for identifying trends in the data. Frequencies indicated how often each response option was chosen by the participants, while percentages provided a clear understanding of the distribution of responses within the entire sample. This approach allowed the researcher to interpret the data in a straightforward manner, offering understandings into the level of work motivation and job satisfaction among the engineers. It also helped identified areas where the department can improve its policies, work environment, and support systems to enhance employee motivation and job satisfaction.

### III. RESULTS AND DISCUSSIONS

Table 1 illustrates the levels of work motivation among planning and design engineers at DPWH Regional Office IV-A across ten key indicators. The findings reveal varying degrees of motivation influenced by task engagement, alignment with career goals, recognition, and organizational support.

TABLE 1  
*Work Motivation of The Planning and Design Engineers of The DPWH Regional Office IV-A*

Indicators	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%
1. I find the tasks and responsibilities in my job engaging and	1	2	2	4	1	3	2	4	1	20

enjoyable.										
2. The goals of my role align with my personal career objectives.	2	4	2	4	15	30	17	34	14	28
3. I feel that my work makes a meaningful contribution to public infrastructure development.	2	4	3	6	4	8	14	28	27	54
4. My efforts and accomplishments are appropriate	4	8	3	6	17	34	14	28	12	24

ly recognized by my supervisors and colleagues.										
5. I have adequate opportunities to develop my skills and advance in my career within this organization.	4	8	5	10	15	30	16	32	10	20
6. I feel secure in my current role and confident about my future with the DPWH.	8	16	6	12	17	34	11	22	8	16

7. I feel supported by my colleagues and supervisors, which motivates me to perform better.	2	4	4	8	14	2	1	3	1	28
8. I have sufficient freedom to make decisions in my work, which enhances my motivation.	3	6	5	10	21	4	1	2	8	14
9. My job provides a variety of tasks and challenges that keep	1	2	4	8	14	2	2	4	1	22

me motivated.										
10. The reward and incentive systems in place motivate me to exceed expectations in my role.	10	20	6	12	20	40	10	20	4	8

A significant majority (64%) of respondents agreed or strongly agreed that their tasks and responsibilities are engaging and enjoyable. However, a considerable 30% remained neutral, while 6% either disagreed or strongly disagreed. This indicates that while most engineers find their work fulfilling, a portion of them may lack engagement, which could hinder their productivity and overall motivation.

The alignment between personal career objectives and role goals was positively perceived by 62% of respondents who agreed or strongly agreed. However, 30% expressed neutrality, and 8% disagreed. This gap highlights the need for the organization to better connect individual aspirations with the broader organizational vision to foster a more motivated workforce.

A strong majority (82%) of respondents felt their work makes a meaningful contribution to public infrastructure development. This suggests that the

engineers perceive their roles as significant, which is a positive intrinsic motivator that could be further utilized to maintain high morale.

Despite 52% of respondents feeling that their efforts are appropriately recognized, 34% were neutral, and 14% disagreed. These findings suggest that while recognition exists to some extent, it may not be sufficiently consistent or impactful to motivate all employees. Enhancing recognition programs could address this gap.

Only 52% of respondents agreed or strongly agreed that they have adequate opportunities for skill development and career advancement. With 30% remaining neutral and 18% expressing dissatisfaction, the results indicate that the organization could strengthen its focus on professional development initiatives to enhance employee engagement and motivation.

Job security emerged as a significant concern, with only 38% of respondents agreeing or strongly agreeing that they feel secure in their roles, while 28% disagreed and 34% were neutral. Addressing these concerns through transparent communication and organizational stability measures could positively influence employee motivation.

A total of 60% of respondents agreed or strongly agreed that they feel supported by their colleagues and supervisors, while 28% were neutral, and 12% disagreed. Strengthening support mechanisms and fostering a collaborative work environment can enhance employees' sense of belonging and motivation.

While 42% of respondents agreed or strongly agreed that they have sufficient decision-making freedom, the same percentage either disagreed or expressed neutrality. Empowering employees with greater autonomy could significantly boost their intrinsic motivation and engagement.

Task variety was positively perceived by 62% of respondents who agreed or strongly agreed that their jobs offer sufficient challenges. However, 28% were neutral, and 10% disagreed. Offering more diverse and challenging assignments could address the

motivational needs of the neutral and dissatisfied respondents.

The reward and incentive systems were rated poorly, with only 28% of respondents feeling motivated by the current systems, 40% expressing neutrality, and 32% disagreeing. This underscores a critical area for improvement, as a well-structured reward system is vital for sustaining employee motivation. Rewards, both intrinsic and extrinsic, are key mechanisms used by organizations to recognize and reinforce desired behaviors and achievements among employees (Amor, 2023)

The results of the study indicate that while planning and design engineers at DPWH Regional Office IV-A are generally motivated by the significance of their work and the alignment with public service goals, gaps remain in areas such as recognition, job security, and reward systems. Addressing these gaps through improved professional development programs, enhanced recognition mechanisms, and equitable incentives can contribute to a more motivated and satisfied workforce. These changes could ultimately enhance organizational productivity and employee retention.

The findings are consistent with previous research emphasizing the importance of intrinsic and extrinsic motivators in enhancing employee performance. For instance, a study on motivational strategies identified key factors such as conducive working environments, professional development opportunities, and salary satisfaction as significant drivers of performance (Al Balushi and Aulia, 2020). Moreover, recognition was found to mediate the relationship between motivational strategies and performance, emphasizing its important role in enhancing job satisfaction. Conversely, research on merit-based pay systems revealed that while such schemes aim to improve organizational performance, they often result in employee dissatisfaction due to misaligned expectations and perceived inequities (Anniza, 2023). These studies highlight the necessity of a balanced approach that combines meaningful work, autonomy, and equitable incentives to sustain motivation and satisfaction among employees.

Table 2 presents the job satisfaction levels of planning and design engineers at DPWH Regional Office IV-A across ten key indicators. The results highlight various factors that influence the engineers' satisfaction with their work environment, career development opportunities, and overall experience within the department.

TABLE 2  
*Job Satisfaction of The Planning and Design Engineers in Department of Public Works and Highways (DPWH) Regional Office IV-A*

Indicators	1		2		3		4		5	
	F	%	F	%	F	%	F	%	F	%
1. I am satisfied with my ability to balance my work responsibilities with my personal life.	3	6	4	8	19	38	15	30	9	18
2. The physical and social work environment at DPWH is comfortable and conducive to productivity.	3	6	5	10	16	32	17	34	9	18
3. I am satisfied with the salary and benefits I receive for my role and responsibilities.	8	16	8	16	16	32	12	24	6	12
4. I feel secure in my position and believe I have a stable future within the DPWH.	10	20	5	10	14	28	16	32	5	10
5. There are sufficient opportunities for career advancement and promotions within the department.	11	22	8	16	13	26	14	28	4	8

6. I receive constructive feedback and support from my supervisors when I need it	5	10	1	2	16	32	22	44	6	12
7. I am satisfied with the level of collaboration and teamwork among my colleagues.	0	0	2	4	12	24	21	42	15	30
8. I have enough freedom to make decisions related to my work, which contributes to my job satisfaction.	2	4	3	6	22	44	13	26	10	20
9. My job responsibilities are clear, well-defined, and manageable.	0	0	6	12	17	34	18	36	9	18
10. The organizational culture at DPWH supports professional growth and a positive work environment.	4	8	7	14	16	32	17	34	6	12

The majority of respondents (48%) were satisfied with their ability to balance work responsibilities with their personal life, as indicated by those who agreed (30%) or strongly agreed (18%) with this statement. However, 14% expressed dissatisfaction, while 38% remained neutral. This suggests that while many employees feel they can manage their personal and professional lives, there are some who struggle with work-life balance, indicating a need for better policies or support systems that promote this balance for all employees.

The physical and social work environment was positively rated, with 52% of respondents agreeing or strongly agreeing that it is comfortable and conducive to productivity. However, 16% disagreed with this statement, and 32% were neutral. The neutral responses could suggest that while the environment is generally perceived as adequate, there may be areas for

improvement, such as workspace adjustments or social support mechanisms that further enhance productivity. Satisfaction with salary and benefits was mixed, with only 36% agreeing or strongly agreeing that they are satisfied. A notable 32% were neutral, and 32% expressed dissatisfaction. The dissatisfaction in this area reflects the importance of aligning compensation packages with employees' expectations and industry standards to improve job satisfaction. The department could consider reviewing its salary and benefits offerings to ensure competitiveness and fairness, which could increase overall satisfaction.

Job security was a concern for 30% of respondents, as 20% strongly disagreed and 10% disagreed with the statement about feeling secure in their position. While 32% of respondents agreed and 10% strongly agreed, this indicates that job insecurity remains a challenge for many employees. The department should address these concerns through more transparent communication and long-term planning to reassure employees of their future within the organization.

Satisfaction with career advancement opportunities was another area where respondents expressed mixed feelings. While 36% were satisfied (28% agreed and 8% strongly agreed), 38% were neutral, and 38% had reservations about the availability of career growth opportunities. This suggests that although there are opportunities for advancement, they may not be as visible or accessible to all employees. The organization could work on improving career development programs and promoting opportunities more transparently to increase satisfaction in this area. A significant number of respondents (56%) felt they received constructive feedback and support from their supervisors. However, 10% disagreed, and 32% were neutral. These results imply that while support exists, it may not always be consistent or perceived by all employees. Strengthening supervisor training and creating clearer feedback mechanisms could enhance job satisfaction by providing more continuous support to engineers.

Teamwork and collaboration were positively rated by 72% of respondents, with 30% agreeing and 42% strongly agreeing that they are satisfied with the level of collaboration among colleagues. This highlights the positive interpersonal dynamics within the department,

which fosters a productive work environment. However, the remaining 28% were either neutral or dissatisfied, suggesting potential areas for improvement in fostering teamwork among all engineers.

Autonomy in decision-making was rated positively by 56% of respondents, who agreed (26%) or strongly agreed (20%) that they have enough freedom to make decisions that contribute to their job satisfaction. However, 6% disagreed, and 44% remained neutral, indicating that some engineers may desire more autonomy in their roles. Providing additional decision-making authority could further enhance motivation and job satisfaction.

While 54% of respondents agreed or strongly agreed that their job responsibilities are clear and manageable, a considerable portion (46%) was neutral or dissatisfied. This suggests that job expectations may not be fully aligned for all engineers, indicating a need for clearer role definitions and better communication of responsibilities to improve job satisfaction.

Lastly, 46% of respondents agreed or strongly agreed that the organizational culture supports professional growth and a positive work environment. However, 22% were dissatisfied, suggesting that although the culture is generally seen as positive, there is room for improvement. This could involve more initiatives aimed at developing inclusivity, growth, and recognition within the workplace to improve the work environment for all employees.

The findings suggest that job satisfaction among planning and design engineers at DPWH Regional Office IV-A is influenced by multiple factors, including work-life balance, career advancement, salary satisfaction, and organizational culture. Areas such as job security, salary and benefits, and career development opportunities require immediate attention. The dissatisfaction or neutrality expressed by some respondents emphasizes the need for DPWH to evaluate its policies, particularly in regard to compensation, career growth, and support systems. Addressing these concerns could lead to higher levels of job satisfaction, reduced turnover, and enhanced overall productivity within the organization.



Previous research highlights that job satisfaction is directly linked to organizational commitment and overall performance (Luz and Oliviera, 2016). Factors such as fair compensation, career advancement opportunities, and constructive feedback are crucial in ensuring employees remain motivated and engaged. Garg (2016) also stated that work-life balance has a positive effect on employee retention. The conclusion of Garg's research stated that companies need to increase the use of work-life balance options such as flexible time, division of labor, and taking breaks from work so that employees can feel that the organization facilitates their coordination in family and professional work life.

A study by Shanta, (2019) emphasizes that clear role expectations and work-life balance significantly contribute to higher employee satisfaction and retention rates in public organizations. Moreover, research by Appelbaum, et.al. (2005) indicates that supportive work environments and autonomy in decision-making enhance job satisfaction, suggesting that DPWH could benefit from increasing decision-making freedom and improving supervisory support structures. Addressing these areas can contribute to a more engaged workforce and a positive organizational culture, ultimately improving job satisfaction across the department.

#### IV. CONCLUSIONS AND RECOMMENDATIONS

Based on the findings of this study, it can be concluded that the planning and design engineers at the Department of Public Works and Highways (DPWH) Regional Office IV-A generally experience moderate levels of work motivation and job satisfaction. Key areas of strength include job engagement, the perceived meaningfulness of work, and the level of collaboration among colleagues, all of which positively influence motivation and satisfaction. However, several areas, including career advancement opportunities, job security, salary and benefits, and clarity in job responsibilities, reveal mixed or low levels of satisfaction. These findings suggest that while the engineers appreciate the intrinsic value of their work, external factors related to compensation, career development, and job stability require attention

to further enhance their overall satisfaction and motivation.

The results also indicate that work-life balance and the physical work environment are moderately satisfactory for most employees, but not without areas for improvement. A significant number of engineers expressed concerns about job security, with some feeling uncertain about their future within the organization. In addition, while many felt that their roles allowed for autonomy in decision-making, a substantial portion of respondents remained neutral or dissatisfied, suggesting a desire for greater empowerment in their work. These factors highlight the need for DPWH to focus on strengthening its support systems and creating a more transparent and stable work environment for its engineers.

In light of the study's findings, several recommendations can be made to enhance the work motivation and job satisfaction of DPWH engineers. First, addressing issues related to career advancement and job security is essential. DPWH should develop clearer career progression paths, implement more robust professional development programs, and offer competitive compensation packages to retain and motivate engineers. Also, developing a culture of recognition and ensuring that engineers' efforts are acknowledged by supervisors and colleagues will improve satisfaction levels and contribute to a more motivated workforce.

Second, improvements in work-life balance could be achieved by providing more flexible work arrangements, such as telecommuting options or flexible hours, especially for employees in roles that are demanding in terms of time and responsibility. Offering resources for personal well-being, such as stress management workshops or counseling services, could also contribute to a healthier work-life balance. Further, enhancing the physical and social work environment through ergonomic improvements or team-building activities could further boost job satisfaction.

Lastly, increasing employee autonomy and decision-making authority, where appropriate, could help enhance motivation and job satisfaction. DPWH should consider decentralizing decision-making for

engineers in specific project-related matters, empowering them with the authority to make key choices that affect their work. In addition, ensuring clear and well-defined job responsibilities, supported by regular feedback and open communication channels, would further help clarify expectations and reduce dissatisfaction. DPWH can develop a more satisfied, motivated, and productive workforce that is aligned with the organization's goals and objectives by addressing these areas.

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