

Understanding Work Values, Work Attitudes, and Job Satisfaction among Local Government Employees

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Abstract Work values, positive work attitudes, and job satisfaction are important factors in sustaining employee performance and effective public service delivery in the public sector. This study assessed the work values, work attitudes, job satisfaction, and workplace problems of the employees of the Municipality of Alcala, Pangasinan. A descriptive quantitative research design was employed, with 72 municipal employees as respondents. Data were gathered using a structured questionnaire, supplemented by unstructured interviews and documentary analysis. Frequency, percentage, weighted mean, and chi-square tests were used to analyze the data. The findings revealed that employees considered their work values to be very important ($M = 4.32$) and were fully subscribed to positive work attitudes ($M = 4.29$). Employees also demonstrated a generally satisfactory level of job satisfaction, with the nature of work receiving the highest assessment among the external dimensions. Salary, security, and benefits received comparatively lower satisfaction ratings and emerged as the most notable workplace concerns. Overall, workplace problems were assessed as slightly serious. Inferential analysis revealed no significant differences in perceptions of workplace problems according to sex/gender and civil status, while a significant difference was found according to educational attainment. The findings suggest that the municipality has a generally positive work environment but may further strengthen employee support related to compensation, benefits, working conditions, professional development and recognition. Regular assessment of employee concerns and responsive human resource initiatives are recommended to sustain positive work values, attitudes, and job satisfaction.

Keywords: *job satisfaction, local government employees, public sector, work attitudes, work values*

INTRODUCTION

Employees are the backbone of how well an organization runs. Their behavior, motivation, commitment, and satisfaction all play a big role in how productive they are and how well they hit their goals. Local government units (LGUs) rely on their staff to provide important public services; therefore, how well employees perform is key to the community's well-being and the quality of services offered. When employees have positive experiences at work, it boosts productivity, improves service quality, strengthens commitment, and enhances public service delivery (Masukela et al., 2023; Masuku et al., 2025). Therefore, how engaged, positive, and satisfied LGU employees are directly impacts how well the institution can meet what the public expects. That's why focusing on leadership, communication, and professional development is important for boosting commitment, public trust, and performance (Masuku et al., 2025). There are three main ideas that explain these dynamics: work values, work attitudes, and job satisfaction. Work values are like guiding principles—things like responsibility, integrity, and professionalism—that set the ethical groundwork for effective public service (Oladimeji & Abdulkareem, 2023). Work attitudes are how employees feel about their jobs, which affects things like attendance, commitment, and performance (Maulidiya, 2025). Job satisfaction is about how content employees are with things inside the job, like autonomy, and outside, like salary. It's closely linked to values and attitudes. When what happens at work matches up with what employees value, their satisfaction goes up, which in turn boosts performance and commitment to the organization (Astuti & Amalia, 2021).

The way these ideas connect is important: what employees value at work affects how they feel about

their jobs, and their experiences at work, along with the company culture, play a big role in how satisfied they are. When leaders act ethically and create an environment based on values, employees tend to feel more motivated and satisfied, which boosts their performance and the quality of service they provide (Oladimeji & Abdulkareem, 2023; Wahjoedi, 2021). There are a bunch of factors that influence work values, attitudes, and job satisfaction, and they can be split into two main categories: individual and organizational. On the individual side, things like age, education, job position, experience, and training come into play. On the organizational side, it's about the quality of leadership, company policies, communication, relationships with co-workers, pay, job security, benefits, working conditions, resources, the nature of tasks, and chances to use employees' skills. These factors are especially relevant in local government settings, where limited resources and bureaucratic structures meet the demand for top-notch public service (Astuti & Amalia, 2021; Masuku et al., 2025; Maulidiya, 2025). Even though these concepts have been studied a lot, how they show up can differ depending on the setting, which highlights the need for research that is specific to each context. There is still not much localized evidence for employees in the Municipality of Alcala, Pangasinan, and findings from other places might not really capture what is going on in their workplace (Masuku et al., 2025; U Lim & S Asiri, 2025).

The assessment of work values, work attitudes, job satisfaction, and workplace problems encountered by LGU employees in Alcala remains underexplored, indicating a gap in context-specific research. Understanding workplace issues and perceptions in this LGU is crucial, as findings from other settings might not fully capture local realities such as cultural factors, administrative policies, resource availability, and employee demographics. Without localized data, interventions might lack relevance or effectiveness, making them insufficient to address Alcala employees' distinct needs (Kulachai, 2025; U Lim & S Asiri, 2025). Accordingly, the study focuses on the Municipality of Alcala, Pangasinan to address this gap. It assesses employees' work values, attitudes, and job satisfaction while examining workplace challenges they encounter. Additionally, the research investigates perception variations by employee characteristics, aligning with the study's core research questions. The findings will empirically guide targeted initiatives to enhance employees' workplace experiences and improve organizational functioning in this local government context. Ultimately, the results are expected to hold practical significance for employees themselves, department heads, LGU administrators, and future scholars interested in public sector human resource management in similar municipal settings (Masale et al., 2021; Masuku et al., 2025).

RESEARCH QUESTIONS

This study aimed to assess the work values, work attitudes, and job satisfaction of employees of the Municipality of Alcala, Pangasinan. Specifically, it seeks to answer the following questions.

1. What is the profile of the employees in terms of age, sex, civil status, highest educational attainment, present position, length of service, performance rating, and relevant in-service training attended?
2. What is the level of employees' work values and attitudes in the performance of their duties and responsibilities?
3. What is the level of employees' job satisfaction in terms of internal dimensions and external dimensions, including communication, co-worker relationships, salary, security and benefits, working conditions, nature of work, policies and procedures, and use of skills and abilities?
4. What workplace problems do employees encounter in relation to their work values, work attitudes, and job satisfaction, and to what extent are these experienced?
5. Are there significant differences in the workplace problems encountered by employees when grouped according to the selected profile characteristics?

METHODS

Research Design

This study employed a descriptive quantitative research design to assess work values, work

attitudes, job satisfaction, and workplace problems experienced by employees of the Municipality of Alcala, Pangasinan. The design was appropriate because the study sought to describe respondents' characteristics, perceptions, and experiences without manipulating variables. Quantitative data were obtained through a structured questionnaire and analyzed using descriptive and inferential statistical methods. This design enabled the researcher to determine employees' demographic and professional profiles, levels of work values and attitudes, dimensions of job satisfaction, extent of workplace problems, and differences in perceptions when respondents were grouped by profile characteristics.

Local of the Study

This study was conducted at the Local Government Unit of Alcala, Pangasinan, Philippines. The locale was selected because it provided the organizational setting necessary for examining the work-related values, attitudes, satisfaction, and workplace experiences of municipal employees. The respondents represented employees from the functional offices of the LGU, allowing the study to generate information specific to the working environment of the Municipality of Alcala. The original study likewise identifies the Local Government Unit of Alcala, Pangasinan as its research locale

Respondents and Sampling

The respondents consisted of 72 employees of the Municipality of Alcala, Pangasinan, who represented the functional offices included in the study. The original manuscript indicated the use of random sampling in selecting the respondents from the identified offices. The respondents were described according to the selected demographic and professional characteristics, including age, sex, civil status, highest educational attainment, present position, length of service, performance rating, and relevant in-service training attended. These characteristics provided contextual information for describing the participants and examining possible differences in their perceptions of workplace problems.

Research Instrument

Data were primarily collected using a structured questionnaire developed to correspond with the objectives and variables of the study. The instrument consisted of five major parts. Part I gathered information on the respondents' demographic and professional profiles; Part II assessed their work values; Part III measured their work attitudes; Part IV assessed their job satisfaction; and Part V determined the workplace problems they encountered in relation to the variables under investigation. Unstructured interviews were also utilized as a supplementary technique to clarify, verify, and enrich the responses obtained through the questionnaire. Documentary analysis was used to obtain relevant information, particularly the employees' latest performance ratings.

Validation and Try-Out of the Instrument

Prior to the actual data collection, the questionnaire was subjected to a try-out or pre-testing procedure among employees who were not included in the final group of respondents. The purpose of the pretest was to determine whether the items were sufficiently clear and appropriate for obtaining the information required for the study. Feedback and suggestions obtained during the try-out, together with recommendations from the research adviser, were incorporated into the refinement of the questionnaire before its final administration. This process improved the clarity and suitability of the instrument for the target respondents.

Scoring and Interpretation

Responses to the questionnaire were scored using a five-point Likert scale, with numerical values ranging from 1 to 5. The verbal interpretations varied according to the construct being measured. For work values, for example, the ranges were interpreted as Very Important (4.21–5.00), Important (3.41–4.20), Moderately Important (2.61–3.40), Slightly Important (1.81–2.60), and Least Important (1.00–1.80).

Corresponding five-point interpretations were applied to work attitudes, job satisfaction, and workplace problems according to the response categories established in the questionnaire. Weighted mean scores were subsequently computed to determine the overall assessment of each construct and its respective dimensions.

Data Gathering Procedure

Prior to data collection, the researcher sought permission from the appropriate authorities of the Municipality of Alcala to conduct the study. Upon approval, coordination was undertaken with the concerned department heads regarding the administration of the research instrument. The questionnaires were personally distributed to the selected respondents and subsequently retrieved by the researcher. The manuscript reports a 100% questionnaire retrieval rate. During questionnaire distribution and retrieval, informal interviews were conducted when necessary to clarify and supplement the respondents' answers. Relevant documentary information, particularly performance ratings, was obtained with permission from the offices concerned. Completed questionnaires were then checked, organized, coded, tabulated, and prepared for statistical analysis.

Statistical Treatment of Data

The collected data were analyzed using descriptive and inferential statistics appropriate to research questions. Frequency and percentage summarized the demographic and professional characteristics of the respondents, while weighted mean determined the levels of work values, work attitudes, job satisfaction, and the extent of workplace problems. The methodology identified frequency, percentage, and weighted mean as statistical procedures used in the analysis. For inferential component, the chi-square test determined whether significant differences existed in employees' perceptions of workplace problems when grouped by profile characteristics, consistent with the study's original hypothesis and research questions.

RESULTS AND DISCUSSION

Table 1a Profile of the Respondents in Terms of Civil Status, Educational Attainment, Position, Length of Service, and Performance Rating

Profile Variable	Category	Frequency (f)	Percentage (%)
Civil Status	Single	26	36.11
	Married	41	56.94
	Widow(er)	5	6.94
Educational Attainment	Bachelor's Degree	34	47.22
	Master's Degree Holder	33	45.83
	Doctoral Degree Holder	5	6.94
Position	Casual	10	13.89
	Administrative II	21	29.17
	Clerk III	31	43.06
	Head of Office Department I	7	9.72
	Head of Office	3	4.17
Length of Service	1–5 years	26	36.11
	6–10 years	5	6.94
	11–15 years	14	19.44
	16–20 years	11	15.28
	21–25 years	7	9.72
	26–30 years	9	12.50
Performance Rating	Outstanding	69	95.83
	Very Satisfactory	2	2.78
	Satisfactory	1	1.39

Table 1a indicates that most respondents were married (56.94%), with 36.11% single and 6.94% widowed. In terms of educational attainment, nearly half were bachelor's degree holders (47.22%), closely followed by those with master's degrees (45.83%), and 6.94% were doctoral degree holders. Clerk III represented the largest group (43.06%), followed by Administrative II (29.17%) and casual employees (13.89%). In terms of length of service, the largest proportion had 1–5 years of service (36.11%), followed by 11–15 (19.44%) and 16–20 (15.28 %) years. Performance ratings were notably high, with 95.83% rated as outstanding, while only 2.78% were rated as Very Satisfactory and 1.39% as satisfactory. Overall, the profile reflects employees with varied positions, educational backgrounds, and lengths of service, while the performance ratings suggest that the vast majority received outstanding performance ratings.

Table 1b Profile of the Respondents in Terms of Office, Age, and Sex

Profile Variable	Category	Frequency (f)	Percentage (%)
Office	Mayor's Office	19	26.39
	Treasury/Accounting Office	19	26.39
	MCR/Budget Office	17	23.61
	MPDC/Engineering Office	17	23.61
Age	21–25 years	18	25.00
	26–30 years	11	15.28
	31–35 years	8	11.11
	36–40 years	10	13.89
	41–45 years	12	16.67
	46–50 years	7	9.72
	51–55 years	4	5.56
	56–60 years and above	2	2.78
Sex	Male	32	44.44
	Female	40	55.56

Discussion. Table 1b shows that 72 respondents were distributed across four groups of municipal offices. The Mayor's Office and Treasury/Accounting Office each accounted for 19 respondents (26.39%), while the MCR/Budget Office and MPDC/Engineering Office each accounted for 17 (23.61%). Regarding age, the largest group was 21–25 years old (25.00%), followed by those aged 41–45 years (16.67%) and 26–30 years (15.28%). Regarding sex, females comprised 55.56% of the respondents, while males accounted for 44.44%. Overall, the profile indicates representation from the identified functional offices and employees across different age groups.

Table 2 Work Values and Work Attitudes of Employees

Variable	Mean	SD*	Interpretation
Work Values	4.32	0.46	Very Important
Work Attitudes	4.29	0.49	Fully Subscribed

These figures indicate that employees prioritize their work values and demonstrate strong positive attitudes toward their work. Mean values exceeding 4 on a typical 5-point scale reflect substantial endorsement, with relatively low standard deviations indicating consistent responses among employees. Research further supports the significant role of positive work values and attitudes in enhancing organizational performance. For instance, studies have shown that affirmative work attitudes, including commitment and engagement, are linked to higher productivity, reduced productivity loss, and positive performance outcomes, even in the face of challenges such as health or work environment issues (Lohela-Karlsson et al., 2022; Magnavita et al., 2025). Additionally, work values influence organizational identification and mediate the impact of leadership and ethical climate

on employee performance (Alhammadi, 2024; Argon & Taşkin, 2023; Karahan & Bozkurt, 2021). The consistent finding across diverse contexts is that fostering strong work values leads to enhanced work attitudes, which in turn improves employees' commitment and performance, highlighting the importance of organizations actively nurturing these factors.

Table 3 Level of Job Satisfaction of Employees

Job Satisfaction Dimension	Mean	SD	Interpretation
Internal Dimension	4.30	0.48	Very Satisfied
Communication	4.22	0.52	Very Satisfied
Co-Workers	4.28	0.47	Very Satisfied
Salary, Security, and Benefits	3.93	0.61	Satisfied
Work Conditions	4.12	0.55	Satisfied
Nature of the Work	4.35	0.45	Very Satisfied
Policies and Procedures	4.30	0.49	Very Satisfied
Use of Skills and Abilities	4.27	0.50	Very Satisfied
Overall Job Satisfaction	4.24	0.51	Very Satisfied

The data in Table 3 show high job satisfaction across dimensions, with the mean of 4.24 (SD = 0.51), indicating employees are "Very Satisfied." Key dimensions, including internal dimension (mean = 4.30), communication (mean = 4.22), co-workers (mean = 4.28), nature of work (mean = 4.35), policies and procedures (mean = 4.30), and use of skills and abilities (mean = 4.27), were rated as very satisfying. Salary, security, and benefits (mean = 3.93) and work conditions (mean = 4.12) fell in the "Satisfied" category, indicating lower but still satisfaction. This pattern aligns with research showing job satisfaction enhances engagement, commitment, and performance. Job satisfaction also mediates the effects of work motivation and commitment on performance, supporting view that satisfied employees are more productive and loyal (Afuan et al., 2024; Astuti & Amalia, 2021). Communication—assessed here as satisfying—is a central influencing job satisfaction and fostering a workforce transparency and collaboration (Prakash.K, 2021). Internal marketing and intelligence are predictors of job satisfaction, further affecting commitment and loyalty (Serafim et al., 2024). culture and support, including and, enhance satisfaction and boost performance (Korda & Rachmawati, 2022; Riyanto et al., 2023). ratings across dimensions suggest a favorable work environment engagement and commitment, which are vital for organizational success and turnover intentions (Nanda et al., 2025; Saragih & Hendy, 2022). Maintain communication channels, policies, and opportunities to apply skills.

Table 4 Workplace Problems Encountered by Employees

Dimension	Mean	SD*	Interpretation
Work Values	2.52	0.58	Slightly Serious
Work Attitudes	2.55	0.56	Slightly Serious
Internal Dimension of Job Satisfaction	2.41	0.59	Slightly Serious
Communication	2.50	0.57	Slightly Serious
Co-Workers	2.49	0.55	Slightly Serious
Salary, Security, and Benefits	2.64	0.62	Moderately Serious
Work Conditions	2.55	0.58	Slightly Serious
Nature of the Work	2.60	0.56	Slightly Serious
Policies and Procedures	2.57	0.59	Slightly Serious
Use of Skills and Abilities	2.56	0.57	Slightly Serious
Overall	2.54	0.58	Slightly Serious

The data in Table 4 suggest employees perceive workplace problems as "Slightly Serious" across dimensions, with a mean of 2.54 (SD = 0.58). Work values, attitudes, internal job satisfaction dimensions, communication, co-workers, work conditions, nature of the work, policies and procedures, and use of

skills and abilities fell within this range, indicating mild concern without disruption to well-being and performance. However, salary, security, and benefits were rated as "moderately serious" (mean = 2.64, SD = 0.62), suggesting dissatisfaction or concern. Research supports findings by highlighting factors shaping employees' job satisfaction and retention. Salary and benefits emerge as influences; dissatisfaction in this domain often leads to turnover intentions and reduced morale (Chongyu, 2021; Ramli & Faizatul Anuar, 2022; Trinh et al., 2023). Inadequate compensation or uncertainties about security can impact satisfaction, loyalty, and long-term organizational commitment (Saragih & Hendy, 2022). Communication and workplace environment issues, though rated slightly serious, remain mediators of job satisfaction and retention. A workplace environment and leader communication foster satisfaction and reduce risks, showing that mild dissatisfaction should not be overlooked (Halim et al., 2021). Supportive policies and fair use of skills build engagement and loyalty by fulfilling professional needs (Trisninawati et al., 2023). The slightly serious rating of internal job satisfaction dimensions and co-worker relations suggests room for improvement but stability, aligning with findings that social capital and colleague interaction promote engagement and work ability (Magnavita et al., 2025). Organizations should prioritize salary and benefits issues while maintaining communication, workplace conditions, and policies to prevent escalation and strengthen job satisfaction, commitment, and performance.

Table 5 Differences in the Workplace Problems Encountered by Employees According to Selected Profile Characteristics

Profile Variable	χ^2	df	Critical Value ($\alpha = .05$)	Interpretation
Sex/Gender	1.863	1	3.841	Not Significant
Civil Status	1.622	2	5.991	Not Significant
Highest Educational Attainment	10.434	2	5.991	Significant

Table 5 presents differences in workplace problems encountered by employees based on characteristics: sex/gender, civil status, and educational attainment. The chi-square (χ^2) tests showed the following results: for sex/gender, $\chi^2 = 1.863$ with 1 degree of freedom and a critical value of 3.841 at $\alpha = 0.05$, indicating no significant difference; for civil status, $\chi^2 = 1.622$ with 2 degrees of freedom and a critical value of 5.991, also indicating no significant difference; however, for highest educational attainment, $\chi^2 = 10.434$ with 2 degrees of freedom, exceeding the critical value of 5.991, thus demonstrating a significant difference in workplace problems encountered by employees based on their education level. This finding indicates that employees' educational attainment influences their experience or perception of workplace problems more than sex/gender or civil status. This aligns with research showing how educational background shapes employees' expectations, mechanisms, and perceptions of workplace conditions. Higher education levels often correspond with job roles, responsibilities, and workplace interactions, exposing individuals to different stressors or challenges than lower educational qualifications. Such differences can affect employees' satisfaction, commitment, and well-being (Linkin et al., 2021). Additionally, workplace design and environment can differentially impact employees depending on their roles and educational backgrounds and affect productivity and satisfaction (Hamed et al., 2023; Indergård & Hansen, 2024). In contrast, the lack of significant differences by gender or civil status suggests that, within this context, these factors do not meaningfully influence employees' challenges. This may reflect work experiences or organizational policies and culture. Organizations should tailor interventions and systems to mitigate issues and promote well-being and productivity.

CONCLUSION

The findings indicate that the employees of the Municipality of Alcala, Pangasinan, generally demonstrate strong work values and positive work attitudes, as reflected in the high overall assessments of these variables. Employees also reported a very satisfactory level of job satisfaction, particularly in

relation to the nature of work, organizational policies and procedures, relationships with coworkers, communication, and the use of their skills and abilities. However, satisfaction with salary, security, benefits, and working conditions was comparatively lower, although these areas remained at a satisfactory level. The assessment of workplace problems further showed that most concerns were only slightly serious, while issues related to salary, security, and benefits emerged as moderately serious and represented the most notable areas of concern. Differences in employees' perceptions of workplace problems were not significant when grouped according to sex/gender and civil status, whereas a significant difference was found according to educational attainment. Overall, the results suggest a generally positive workplace environment, while highlighting compensation, benefits, working conditions, and employees' differing perceptions according to educational background as areas that may require further attention.

RECOMMENDATIONS

Based on these findings, the Municipality of Alcala may continue to strengthen programs and practices that promote positive work values, work attitudes, and job satisfaction among employees. Particular attention may be given to concerns involving salary, security, and benefits, including opportunities for promotion, recognition, financial well-being, and access to employee benefits, since this area showed comparatively lower satisfaction and the highest level of reported workplace problems. Improvements in working conditions, facilities, equipment, communication, and opportunities for employees to apply and further develop their skills should also be considered. Regular employee consultations, feedback mechanisms, professional development activities, and recognition programs may help sustain positive workplace attitudes and identify emerging concerns among employees. As perceptions of workplace problems differed according to educational attainment, management should consider employees' varying professional backgrounds and developmental needs when designing human resource initiatives. Finally, future researchers may examine additional factors associated with work values, work attitudes, and job satisfaction, and may involve a larger sample of employees from other local government units to determine whether similar patterns are observed in other public-sector settings.

LIMITATIONS OF THE STUDY

This study was limited to 72 employees of the Municipality of Alcala, Pangasinan. It focused on work values, work attitudes, job satisfaction, and workplace problems based on the respondents' perceptions. Since the study was conducted in a single local government unit, the findings may not be generalizable to other municipalities or organizations. The use of a questionnaire may also have been influenced by respondents' personal opinions and willingness to provide accurate answers. Despite these limitations, the findings offer useful information about the workplace experiences of municipal employees.

FUTURE RESEARCH DIRECTIONS

Future researchers may conduct similar studies involving employees from other municipalities or local government units to compare work values, work attitudes, and job satisfaction across different public sector settings. Further studies could also include additional factors such as leadership, organizational culture, employee motivation, and performance. A larger sample and a mixed-methods approach using surveys and interviews may provide a deeper understanding of employees' workplace experiences and concerns.

ETHICS STATEMENT

This study adhered to ethical principles throughout the research process. Permission was obtained from the appropriate authorities of the Municipality of Alcala before conducting the study. Participation was voluntary, and the respondents were informed of the purpose of the research. Their responses and personal information were treated confidentially and used solely for academic purposes. Relevant employee records, including performance ratings, were handled responsibly to protect respondents'

privacy and identity.

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AI DISCLOSURE STATEMENT

During the preparation of this manuscript, the authors used Grammarly and ChatGPT as supplementary tools for language refinement, grammar editing, clarity, and organization. These tools

served only as writing aids and did not replace the authors' scholarly judgment or responsibilities. All AI-assisted content was carefully reviewed, verified, and revised by the authors of this study. The authors take full responsibility for the accuracy, integrity, originality, and content of the final published article.