



LINKING JOB SATISFACTION TO PRODUCTIVITY: A CORRELATIONAL STUDY AMONG HEALTH WORKERS IN NAGA CITY HEALTH OFFICE

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Abstract

This correlational study explored the relationship between job satisfaction and productivity among health workers in the Naga City Health Office. Grounded in the premise that a satisfied workforce is pivotal to effective public health delivery, the research examined five key dimensions of job satisfaction: compensation, work environment, leadership support, career development, and recognition, and their corresponding influence on productivity. Utilizing a descriptive-correlational design and employing Spearman's Rank Correlation Coefficient, the study revealed consistently high levels of both job satisfaction and productivity across all dimensions. Statistical analysis confirmed significant positive correlations between the two constructs, affirming that higher job satisfaction is associated with increased productivity. These findings underscore the importance of fostering supportive, growth-oriented, and appreciative work environments in strengthening the performance and morale of health workers. The study offers evidence-based insights for policy formulation and organizational development in the public health sector.

Keywords:

Career development, job satisfaction, leadership support, productivity, work environment.

INTRODUCTION

“A nation’s health is only as strong as the hands that care for it.” In the Philippines, health workers are the backbone of public service, often underpaid, overworked, and yet unwavering in their duty to protect life and promote wellness. Their labor is not merely technical; it is moral, civic, and deeply human. Yet, the paradox remains: those who heal are themselves in need of healing, through recognition, security, and satisfaction in their work.

Despite being globally recognized for their competence and compassion, Filipino health workers face systemic challenges. A 2025 study by Ateneo de Manila University revealed a chronic shortage of nurses and physicians, with over 127,000 nursing vacancies nationwide. Many health graduates are inadequately trained for public health work, and restrictive hiring policies further limit workforce expansion. Low salaries, job insecurity, and limited career growth continue to drive migration abroad, draining the country of its most experienced professionals. Those who remain often juggle multiple roles, with nurses doubling as administrators, IT officers, and records managers, stretching their capacity and eroding morale.

The 1987 Philippine Constitution affirms labor as a primary social economic force, mandating the State to protect workers' rights and promote their welfare (Article II, Section 18). Article XIII, Section 3 further guarantees humane working conditions, a living wage, and participation in policymaking. These principles are operationalized through the Labor Code of the Philippines, which institutionalizes job security, equitable compensation, and mechanisms for dispute resolution. More recently, Republic Act No. 11223, the Universal Health Care (UHC) Act of 2019, underscores the need for a robust, well-supported health workforce to ensure accessible and quality care for all Filipinos. These legal foundations affirm that job satisfaction and productivity are not merely managerial concerns; they are constitutional imperatives.

Status of Health Workers in Naga City in Naga City, health workers especially Barangay Health Workers (BHWs) face similar pressures. While they are accredited partners of the Department of Health and receive training, allowances, and civil service eligibility, their tenure remains precarious. As of 2025, Mayor Nelson Legacion has pushed for legislation to protect BHWs from politically motivated dismissals, recognizing their vital role in community health. However, local studies show persistent gaps in healthcare delivery, including inconsistent family planning efforts, substandard immunization coverage, and resource constraints. Health workers report feeling undervalued, overextended, and vulnerable to administrative turnover conditions that directly affect their job satisfaction and productivity.

Connecting statement in this context, understanding the relationship between job satisfaction and productivity is not only timely it is urgent. By focusing on health workers in the Naga City Health Office, this study seeks to illuminate the lived realities behind the statistics, offering empirical insights that can inform policy, improve working conditions, and ultimately enhance public health outcomes.

Research Objectives

General Objective

This study aimed to examine the relationship between job satisfaction and productivity among health workers in Naga City Health Office, and to inform local governance on strategies that promote decent work and sustainable public service delivery.

Specific Objectives

Specifically, this sought answer to the following objectives:

1. Explore demographic and professional variables of Health Workers in Naga City (e.g., age, gender, tenure, educational background).
2. Assess the level of job satisfaction among health workers in terms of key dimensions such as compensation, work environment, leadership support, career development, and recognition.
3. Assess the productivity level of health workers in terms of key dimensions such as compensation, work environment, leadership support, career development, and recognition.
4. Determine the correlation between job satisfaction and productivity, identifying which satisfaction factors most strongly influence performance outcomes.
5. Prepare a Career Development Plan for Health Workers of Naga City Health Office in order to enhance their job satisfaction and productivity based on the findings of the study.

Scope and Delimitation

This study focused on health workers employed at the Naga City Health Office, including nurses, midwives, medical technologists, administrative staff, and other personnel directly involved in public health service delivery. It aimed to assess their job satisfaction across dimensions such as compensation, work environment, leadership support, career growth, and recognition. Productivity was measured using indicators like compensation, work environment, leadership support, career growth, and recognition.

This correlational study sought to determine the statistical relationship between job satisfaction and productivity. It was framed within the context of Sustainable Development Goal 8 (SDG 8), which promotes decent work and inclusive economic growth. Data were gathered through structured surveys and validated performance records, ensuring both quantitative rigor and ethical sensitivity.

The study was limited to the Naga City Health Office and did not include private health institutions or regional hospitals. Productivity was assessed using available administrative metrics, which might not have captured qualitative aspects such as empathy or patient satisfaction. The study did not explore causal relationships, but rather correlations—meaning it did not claim that satisfaction caused productivity, only that the two were statistically related. External factors such as budget constraints, political climate, or national health policies were acknowledged but not analyzed in depth.

Theoretical/Conceptual Framework

Theoretical Framework

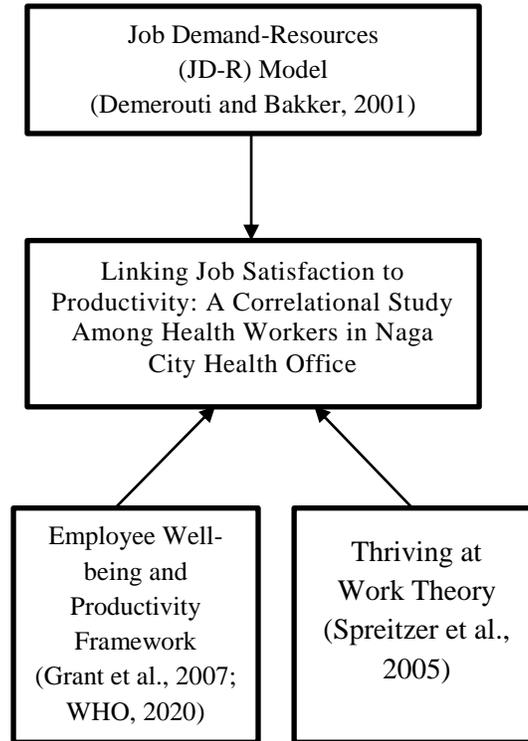


Figure 1. Theoretical Framework

This study is anchored on contemporary theories that explain the relationship between job satisfaction and productivity among health workers. The Job Demands-Resources (JD-R) Theory, the Employee Well-being and Productivity Framework, and the Thriving at Work Theory collectively provide a robust lens for understanding how organizational conditions, psychological well-being, and personal growth influence employee performance, particularly in the healthcare sector.

The Job Demands-Resources (JD-R) Theory, developed by Demerouti and Bakker (2001), posits that every occupation involves specific job demands and resources that affect employee well-being and performance. Job demands include aspects of work that require sustained effort, such as workload, emotional strain, and time pressure, while job resources include supervisory support, autonomy, feedback, and access to adequate tools and training. In healthcare settings, high job demands - such as long hours, exposure to health risks, and emotional labor - can lead to exhaustion and reduced productivity if not balanced by sufficient resources. When job resources are present, they buffer the negative effects of demands, enhance motivation, and foster engagement, leading to higher job satisfaction and improved performance.

The Employee Well-being and Productivity Framework emphasizes the connection between employees’ physical, psychological, and emotional well-being and their work performance. Well-being is not merely the absence of stress but the presence of positive

conditions that allow employees to function optimally. For health workers, well-being is influenced by safe working environments, manageable workloads, emotional support, and work-life balance. When these needs are met, employees experience higher job satisfaction, engagement, and productivity, whereas neglecting well-being can result in burnout, absenteeism, and diminished service quality. This framework underscores the critical role of organizational policies and support systems in sustaining employee effectiveness.

Together, these three frameworks provide a comprehensive understanding of the dynamics between job satisfaction and productivity. The JD-R Theory highlights how structural conditions shape motivation and strain, the Employee Well-being Framework emphasizes the importance of psychological and emotional support, and the Thriving at Work Theory illustrates how energy and learning drive sustained performance. In the context of the Naga City Health Office, this integrated framework explains how organizational resources, well-being initiatives, and opportunities for professional growth work together to enhance job satisfaction and promote higher productivity among health workers. By applying these perspectives, the study can examine both the structural and psychological dimensions of work, identify key motivators and stressors, and suggest strategies for fostering a resilient and effective healthcare workforce.

Conceptual Framework

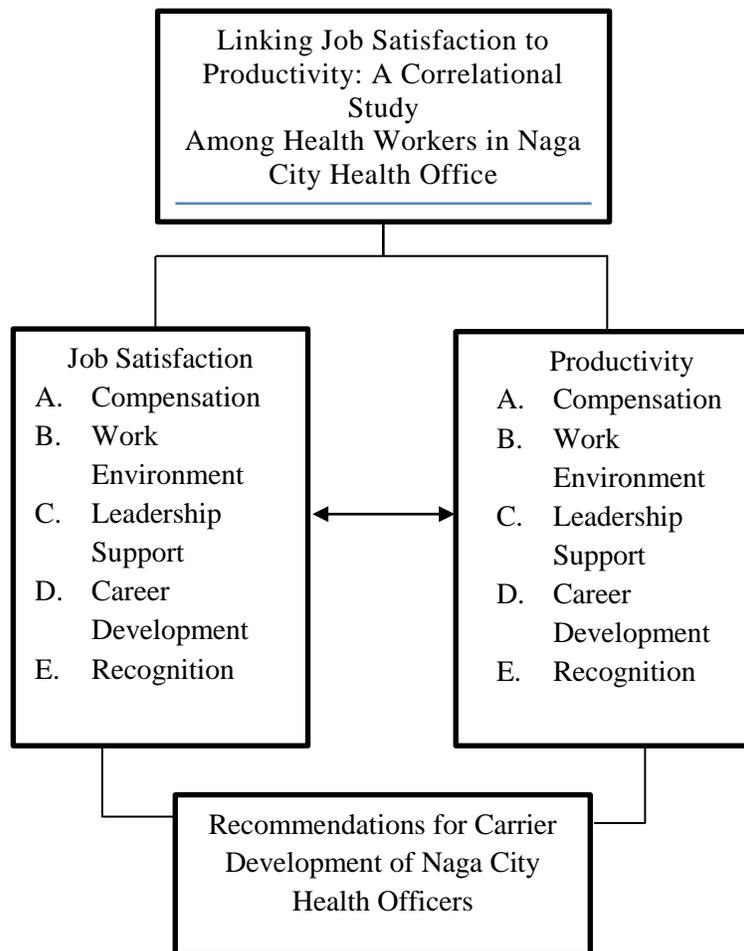


Figure 2. Conceptual framework of the study

This study is anchored on the premise that job satisfaction and productivity are interrelated constructs that significantly influence the performance and well-being of health workers. The conceptual framework serves as a visual and theoretical guide that illustrates the relationship between these two variables within the context of the Naga City Health Office. By identifying and analyzing the specific dimensions that constitute job satisfaction and productivity, the framework provides a structured lens through which the dynamics of employee motivation and output can be better understood. It also highlights the critical role of career development as a potential area for intervention, ultimately guiding the formulation of a responsive and evidence-based Career Development Plan for health workers.

The first box in the conceptual framework presents the title of the study: Linking Job Satisfaction and Productivity Among Health Workers in Naga City Health Office. This title encapsulates the central focus of the research, which is to explore the relationship between how satisfied health workers are in their jobs and how productive they are in their roles. It sets the direction for the study by identifying the two main variables of interest and the specific population being studied—health workers within the Naga City Health Office. This box serves as the foundation of the framework, from which the succeeding variables and their interconnections are derived.

The second box represents Job Satisfaction, which is one of the core variables in the study. This construct is broken down into several dimensions that influence how health workers perceive their work environment and overall experience. These dimensions may include compensation, work-life balance, recognition, supervision, and opportunities for advancement. Job satisfaction is considered a critical factor that can affect not only the morale of employees but also their motivation and commitment to their roles. In the framework, this box is connected to the Productivity box with a bidirectional arrow, indicating a correlational relationship—suggesting that as job satisfaction increases or decreases, productivity may also rise or fall accordingly.

The third box is Productivity, which is the second major variable in the framework. It encompasses the output and performance of health workers in delivering services to the community. Dimensions of productivity may include efficiency, quality of care, punctuality, and the ability to meet service targets. The bidirectional arrow linking this box to Job Satisfaction implies that productivity is not only influenced by how satisfied workers are but may also contribute to their satisfaction through a sense of achievement and recognition. This mutual relationship highlights the dynamic interplay between how employees feel about their work and how well they perform it.

The final box in the framework represents the Career Development Plan, which is proposed as the output of the study. This box emerges from the identification of the weakest dimension within the job satisfaction construct—career development opportunities. The study found that among all the factors influencing job satisfaction, the lack of structured career growth and advancement pathways was the most significant gap. To address this, the researchers recommend the formulation of a comprehensive Career Development Plan tailored to the needs of

health workers in the Naga City Health Office. This plan aims to enhance professional growth, boost morale, and ultimately contribute to sustained improvements in both job satisfaction and productivity.

METHODOLOGY

Research Design

This study employed a quantitative correlational research design to examine the relationship between job satisfaction and productivity among health workers in the Naga City Health Office. The correlational approach was chosen to determine the strength and direction of the association between the two variables without manipulating them.

Respondents/Participants of the Study

The target population consisted of health workers employed at the Naga City Health Office, including nurses, midwives, administrative staff, and other allied health professionals. A purposive sampling technique was used to select participants who had at least six months of tenure to ensure familiarity with their work environment, with a sample size of approximately 50–100 respondents.

Data Gathering Tools

Two standardized instruments were used: the Job Satisfaction Survey (JSS), a validated tool developed by Paul Spector, measuring facets such as pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, and communication; and the Productivity Self-Assessment Scale, a researcher-adapted scale measuring perceived productivity in terms of task completion, efficiency, and quality of service delivery. Both instruments used a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Data Gathering Procedure

Participants were invited through official communication from the Naga City Health Office. Informed consent was obtained prior to participation. Surveys were distributed in paper form and/or through secure online platforms. Data collection was conducted over a two-week period to ensure an adequate response rate.

Data Analysis Techniques

Descriptive statistics, including mean and standard deviation, were used to summarize demographic data and responses. Spearman's Rank Correlation[®] was utilized to determine the relationship between job satisfaction and productivity. The level of significance was set at $p < 0.05$. Statistical Analysis System (SAS) software was used for statistical analysis.

Ethical Considerations

Participants were fully informed about the nature, purpose, and scope of the study. This included voluntary participation without coercion, a clear explanation of procedures, risks, and

benefits, and assurance that refusal or withdrawal would not affect their employment or standing. Consent forms were written in accessible language and translated when necessary to ensure comprehension.

All personal identifiers were removed or coded. Data were stored securely and accessed only by authorized researchers. Findings were reported in aggregate form, ensuring that no individual could be identified. This safeguarded not only the data but also the dignity of those whose labor often goes unseen.

The study avoided any procedures that could cause harm, discomfort, or distress. Sensitive questions were framed with care, and participants were reminded that they could skip any item or withdraw at any time. Given the emotional and civic weight of health work, the study honored participants' vulnerability with gentleness and respect.

The study aimed to benefit both the participants and the broader health systems by highlighting factors that enhance well-being and productivity, informing policy and management practices that support ethical labor conditions, and elevating the voices of health workers in shaping institutional culture.

All eligible health workers were given equal opportunity to participate, regardless of rank, tenure, or role. The study avoided favoritism or exclusion, ensuring that the insights reflected a diverse and representative sample.

The research process, from data collection to reporting, was documented with integrity. Any limitations, errors, or conflicts of interest were disclosed. Feedback from participants or stakeholders, if any, was respectfully considered and addressed.

Prior to implementation, the study sought and obtained approval from a recognized Ethics Review Board or institutional research committee. This formal review ensured that all procedures met national and international standards for ethical research.

RESULTS AND DISCUSSION

This section presents the analyzed data gathered from health workers of the Naga City Health Office, focusing on the relationship between job satisfaction and productivity. The findings are organized to reflect the study's objectives, beginning with the demographic profile of respondents, followed by descriptive statistics on job satisfaction and productivity levels, and culminating in the correlation analysis between these two variables. The discussion integrates quantitative results with relevant literature and contextual insights, offering a nuanced interpretation of how satisfaction factors—such as work environment, compensation, recognition, and professional growth—may influence the performance and output of health workers in a local government setting. These findings aim to inform policy directions and organizational strategies that enhance both employee well-being and institutional effectiveness.

Demographic and Professional Variables Among Workers in Naga City Health Office

This section presents the demographic characteristics of the 50 health workers who participated in the study on the linkage between job satisfaction and productivity within the Naga City Health Office. Understanding their age, gender, educational attainment, and length of service provides essential context for interpreting their responses. These variables offer insights into the workforce’s composition and may influence how job satisfaction and productivity are experienced and expressed across different segments of the organization.

Table 1. Demographic of the Respondents

Demographic	Frequency	Percentage
Age		
20-29	8	16%
30-39	20	40%
40-49	13	26%
50-59	5	10%
60+	4	8%
Gender		
Female	16	32%
Male	34	68%
Educational Background		
Vocational/Technical Graduate	1	2%
College Level	6	12%
Bachelor’s Degree Holder	39	78%
With Postgraduate Unit	3	6%
Master’s Degree Holder	1	2%
Number of Years in Service		
Less than 1 year	2	4%
1-3 years	7	14%
4-6 years	18	36%
7-9 years	6	12%
10-14 years	8	16%
15-19 years	4	8%
More than 20 years	5	10%
TOTAL	50	100%

Age of the Respondents

The largest portion of respondents belong to the mid-career age range of 30–49 years old, while smaller groups fall within the younger (20–29) and older (50 and above) categories. This pattern suggests a workforce that is largely composed of individuals in their prime working years, bringing experience, stability, and established responsibilities to their roles. Literature supports

that workers in mid-career stages often demonstrate higher satisfaction, autonomy, and engagement due to greater job familiarity and confidence. Based on this demographic profile, it is recommended that age-responsive initiatives be implemented, such as mentorship between age groups, leadership preparation opportunities for mid-career workers, and capacity-building or skills-updating activities for older workers, to sustain satisfaction and productivity across varying age levels.

Gender Composition

The gender distribution of respondents is divided into two groups. Males form the majority group, while females make up a smaller portion of the population. This uneven gender composition may influence workplace expectations, participation in leadership roles, and overall organizational culture. Research suggests that gender balance within the workforce can strengthen collaboration, fairness perceptions, and employee engagement, all of which contribute to higher job satisfaction and productivity. Considering this demographic pattern, it is recommended that gender-inclusive strategies be reinforced, including equal access to professional development, leadership roles, and recognition systems, ensuring that both male and female workers have equitable opportunities to participate, perform, and advance within the organization.

Educational Background

The majority of the workforce hold bachelor's degrees, indicating strong academic preparation aligned with the demands of public health service delivery. Smaller groups represent those with vocational education, incomplete college education, postgraduate advancement, or graduate degrees. Research shows that higher educational attainment may shape expectations toward leadership support, compensation, and career advancement opportunities, all of which may influence job satisfaction levels. Based on this demographic composition, it is recommended that the organization expand opportunities for continuing education, specialization, and structured career development pathways that acknowledge educational qualifications, strengthen motivation, and sustain productivity across academic levels.

Years in Service

The majority of respondents have served for four years or more, with the largest group having 4–6 years in service, followed by multiple long-term categories. This pattern reflects a stable and experienced workforce with strong familiarity in their roles and established workplace relationships. Research suggests that longer tenure is associated with improved task mastery, efficiency, and productivity, although long-term workers may require opportunities for advancement to maintain motivation. Based on this demographic distribution, it is recommended that tenure-responsive strategies be adopted, such as structured onboarding for newer workers, opportunities for specialization and leadership for those with longer service, and ongoing training that reinforces engagement, retention, and performance across all tenure groups.

Level of Job Satisfaction of Naga City Health Workers

A. Compensation

Compensation serves as a foundational pillar in understanding how financial and policy-related aspects of employment influence worker morale and output. This dimension encompasses not only the fairness and timeliness of salary but also the adequacy of benefits, clarity of compensation policies, and the overall sense of financial security experienced by health workers. By examining these indicators, the study seeks to illuminate how compensation practices shape the everyday motivation, retention, and performance of public health personnel—whose productivity is vital to the delivery of essential services in the community.

Table 2. Level of Job Satisfaction of Respondents Along Compensation

A. COMPENSATION	MEAN	INTERPRETATION	RANK
Indicators			
1. Receives the salary fairly in relation to responsibilities	3.34	Moderately Satisfied	3
2. Receives timely and accurate compensation.	3.32	Moderately Satisfied	4
3. Receives adequately the benefits provided (e.g. health insurance, leave credit)	3.3877	Moderately Satisfied	2
4. Experiences generally financial security in the position	3.1702	Moderately Satisfied	5
5. Understands clearly how compensation policies are communicated and applied.	3.54	Satisfied	1
6. OVERALL MEAN:	3.3400	Moderately Satisfied	

Note. 4.21–5.00 = *Very Satisfied*; 3.41–4.20 = *Satisfied*; 2.61–3.40 = *Moderately Satisfied*; 1.81–2.60 = *Dissatisfied*; 1.00–1.80 = *Very Dissatisfied*.

As can be seen in Table 2, the data on job satisfaction among Naga City Health Office workers along the dimension of compensation reveals a nuanced picture. The overall mean score is 3.34, which corresponds to a “Moderately Satisfied” interpretation. This suggests that while workers do not express deep dissatisfaction, their sense of fulfillment regarding compensation is not robust either.

Looking at individual indicators, the highest-rated item is the clarity of compensation policies, with a mean of 3.54. This falls into the “Satisfied” category, indicating that most respondents understand how compensation policies are communicated and applied. This clarity may reflect effective administrative communication or transparency in policy implementation.

The adequacy of benefits such as health insurance and leave credits received a mean score of 3.3877, just below the threshold for “Satisfied.” This implies that while many workers appreciate the benefits, a significant portion may find them insufficient or inconsistently applied. Similarly, the perception of fairness in salary relative to responsibilities scored 3.34, suggesting that some workers feel their compensation does not fully reflect their workload or responsibilities.

Timeliness and accuracy of compensation earned a mean of 3.32, which again falls under “Moderately Satisfied.” This could point to occasional delays or discrepancies in payroll processing, which may affect trust and morale. The lowest score among the indicators is financial security in the position, with a mean of 3.1702. This reflects a deeper concern: many workers may feel economically vulnerable despite being employed, which could stem from low base pay, lack of allowances, or broader economic pressures.

Taken together, the data suggests that while the compensation system is not failing, it is not fully meeting the expectations or needs of the health office workers. The moderate satisfaction levels across most indicators highlight areas for improvement, particularly in enhancing financial security and benefit adequacy. Addressing these concerns could lead to stronger morale, better retention, and a more motivated workforce.

B. Level of Job Satisfaction of Respondents Along Work Environment

The work environment serves as the immediate landscape where professional duties unfold, shaping not only the efficiency of service delivery but also the emotional and physical well-being of the workforce. It encompasses tangible elements such as safety, cleanliness, and access to resources, as well as intangible dimensions like collegial respect, workload fairness, and organizational support. Understanding how employees perceive these facets offers vital insight into their overall job satisfaction and informs strategies for cultivating a more responsive, resilient, and dignified workplace.

Table 3. Level of Job Satisfaction of Respondents Along Work Environment

B. WORK ENVIRONMENT	MEAN	INTERPRETATION	RANK
Indicators			
1. Feels generally safe, and notice cleanliness and good condition in the workplace.	3.56	Satisfied	1.5
2. Access usually the tools and resources needed for work.	3.16	Moderately Satisfied	3
3. Receives consistently respect and support needed for work.	3.56	Satisfied	1.5
4. Observes generally that workload is managed and distributed fairly.	3.14	Moderately Satisfied	4
5. Experiences usually organizational support in addressing physical and emotional demands of the role.	3.1020	Moderately Satisfied	5
OVERALL MEAN:	3.30800	Moderately Satisfied	

Note. 4.21–5.00 = *Very Satisfied*; 3.41–4.20 = *Satisfied*; 2.61–3.40 = *Moderately Satisfied*; 1.81–2.60 = *Dissatisfied*; 1.00–1.80 = *Very Dissatisfied*.

Table 3 presents the data on the level of job satisfaction of respondents along the work environment reveals a landscape of moderate contentment, punctuated by areas of both strength and concern. Respondents generally feel safe in their workplace, with cleanliness and physical conditions contributing to a sense of security. This indicator received a mean score of 3.56, interpreted as “Satisfied,” suggesting that the physical environment meets basic expectations for safety and hygiene.

In contrast, access to tools and resources yielded a lower mean score of 3.16, interpreted as “Moderately Satisfied.” This indicates that while some respondents can usually access what they need, others experience limitations that may affect their efficiency and morale. The availability of essential tools is a foundational aspect of workplace functionality, and any inconsistency in this area can ripple into broader dissatisfaction.

Collegial respect and support emerged as another area of relative strength, matching the safety indicator with a mean score of 3.56. This reflects a workplace culture where interpersonal relationships are generally affirming, fostering emotional safety and collaboration. However, perceptions of workload management were less favorable, with a mean score of 3.14. This “Moderately Satisfied” rating suggests that while some systems for equitable distribution exist, others may be strained or inconsistently applied, potentially leading to stress or disengagement.

Organizational support in addressing the physical and emotional demands of the role received the lowest mean score of 3.1020. This moderate rating points to a need for more robust wellness initiatives, mental health resources, and responsive leadership. When workers feel unsupported in managing the toll of their responsibilities, it can erode resilience and long-term commitment.

interpreted as “Moderately Satisfied,” encapsulates a workplace that meets basic expectations but falls short of inspiring full engagement. The implications of this data are clear: while the foundation of safety and collegial respect is present, strategic improvements are needed in resource access, workload equity, and emotional support. For leaders and policymakers, this calls for a stewardship approach that listens deeply, adapts responsively, and invests not only in infrastructure but in the dignity and well-being of the workforce. By addressing these gaps, institutions can transform moderate satisfaction into sustained commitment and communal resilience.

C. Level of Job Satisfaction of the Respondents along Leadership Support

Leadership support reflects the guidance, encouragement, and responsiveness of supervisors that shape the work climate of health workers. In this study, it is examined as a key factor influencing both job satisfaction and productivity within the Naga City Health Office.

Table 4. Level of Job Satisfaction of the Respondents Along Leadership Support.

C. LEADERSHIP SUPPORT	MEAN	INTERPRETATION	RANK
INDICATORS			
1. Received consistently guidance and feedback from supervisors	3.46	Satisfied	1
2. Recognizes genuinely how leadership listens to and values staff input.	3.36	Moderately Satisfied	2
3. Experiences genuinely concern from leadership for staff well-being.	3.34695	Moderately Satisfied	4
4. Notices fairly the inclusiveness and fairness of management decisions.	3.22	Moderately Satisfied	5
5. Recognized actively leadership’s efforts to represent and advocate for staff needs.	3.3541	Moderately Satisfied	3
OVERALL MEAN:	3.35800	Moderately Satisfied	

Note. 4.21–5.00 = *Very Satisfied*; 3.41–4.20 = *Satisfied*; 2.61–3.40 = *Moderately Satisfied*; 1.81–2.60 = *Dissatisfied*; 1.00–1.80 = *Very Dissatisfied*.

The data on leadership support as presented in Table 4 reveals that the highest-rated indicator, “Receives consistently guidance and feedback from supervisors,” scored a mean of 3.46 and was interpreted as “Satisfied,” suggesting that supervisory presence and feedback mechanisms are relatively strong and appreciated.

The other four indicators—listening to staff input, concern for well-being, fairness in decisions, and advocacy for staff needs—each yielded “Moderately Satisfied” ratings, with mean scores ranging from 3.22 to 3.35. These scores reflect a partial fulfillment of relational leadership expectations, indicating room for deeper engagement and more inclusive practices. The lowest mean score of 3.22, under “Notices fairly the inclusiveness and fairness of management decisions,” hints at perceived gaps in equitable decision-making and transparency. With an overall mean of 3.36, the general sentiment toward leadership support is moderately satisfied, implying that while foundational leadership structures are in place, there remains a need for more empathetic, inclusive, and advocacy-driven leadership to fully energize job satisfaction and productivity.

The findings imply that while health workers in the Naga City Health Office experience moderate satisfaction with leadership support, there remains a need for more inclusive, responsive, and advocacy-driven leadership practices. Strengthening these dimensions could

enhance staff morale, deepen trust, and ultimately contribute to greater productivity and retention within the health workforce.

D. Level of Job Satisfaction of Respondents along Career Development

This variable examines the availability and impact of professional growth opportunities on health workers’ job satisfaction and productivity within the Naga City Health Office.

Table 5. Level of Job Satisfaction of Respondents along Career Development

D. CAREER DEVELOPMENT INDICATORS	MEAN	INTERPRETATION	RANK
1. Frequently receives opportunities for training and growth.	3.32	Moderately Satisfied	3
2. Understands clearly the career advancement pathways in the organization.	3.54	Satisfied	2
3. Have skills and potential recognized appropriately.	3.5918	Satisfied	1
4. Receives properly support in pursuing further education or specialization.	3.30	Moderately Satisfied	4
5. Experiences actively encouragement for professional growth.	3.22	Moderately Satisfied	5
OVERALL MEAN	3.39500	Moderately Satisfied	

Note. 4.21–5.00 = *Very Satisfied*; 3.41–4.20 = *Satisfied*; 2.61–3.40 = *Moderately Satisfied*; 1.81–2.60 = *Dissatisfied*; 1.00–1.80 = *Very Dissatisfied*.

The data on career development shows that health workers in the Naga City Health Office are moderately satisfied overall, with a mean score of 3.395. They feel relatively affirmed in terms of skill recognition and clarity of career pathways, but express less satisfaction with the frequency of training opportunities, support for further education, and encouragement for professional growth. These findings suggest that while foundational structures for career advancement exist, more proactive and consistent support is needed to fully engage and empower the workforce.

Strengthening career development initiatives may lead to enhanced job satisfaction and, in turn, improved productivity and retention among health workers.

Career development is a critical determinant of job satisfaction and retention, and the findings from the Naga City Health Office show that while health workers feel acknowledged for their skills and have clarity regarding advancement pathways, the absence of consistent developmental support may limit their engagement. Viewed through the Job Demands-Resources (JD-R) Theory, recognition and clear pathways act as valuable resources, but insufficient training and encouragement weaken their ability to sustain motivation and resilience. This suggests that

organizations must go beyond affirming employee capabilities and actively invest in mechanisms that translate recognition into tangible opportunities for growth.

The moderate satisfaction levels in areas such as training, educational support, and encouragement highlight a disconnect between organizational structures and employee experiences. When workers perceive limited investment in their development, their well-being and productivity are compromised. In healthcare, where evolving practices demand adaptability, inadequate support for professional growth may hinder service quality and weaken retention. Strengthening career development initiatives therefore becomes not only a matter of employee satisfaction but also a strategic response to workforce sustainability and organizational effectiveness.

Finally, the relatively low satisfaction with encouragement and training indicates that employees may not feel fully energized or continuously learning in their roles, leaving them moderately satisfied but not fully empowered. Introducing mentorship programs, peer learning initiatives, and structured feedback systems could foster a growth-oriented culture that enables health workers to thrive. By enhancing training opportunities, educational support, and encouragement mechanisms, the Naga City Health Office can elevate satisfaction, boost productivity, and strengthen its capacity to deliver quality healthcare services.

E. Level of Job Satisfaction of Respondents along Recognition

Recognition, as a core dimension of job satisfaction, reflects the extent to which employees feel acknowledged and valued for their contributions in the workplace. In the context of health workers, consistent and meaningful recognition—whether through verbal appreciation, formal commendations, or opportunities for advancement—can significantly influence motivation, morale, and overall productivity. The following table presents the data gathered on the perception and experience of recognition among health workers in the Naga City Health Office, offering insights into how this factor correlates with their sense of fulfillment and performance at work.

Table 6. Level of Job Satisfaction of Respondents along Recognition

E. RECOGNITION	MEAN	INTERPRETATION	RANK
INDICATORS			
1. Receives adequately acknowledgement for contributions.	3.26	Moderately Satisfied	1
2. Notice fairly how outstanding performance is rewarded.	3.1	Moderately Satisfied	4
3. Get recognition consistently for work.	2.9387	Moderately Satisfied	5
4. Receives clearly feedback that reinforce value to the team.	3.20	Moderately Satisfied	3
5. Observes actively how individual and team achievement are celebrated.	3.22	Moderately Satisfied	2
OVERALL MEAN	3.14800	Moderately Satisfied	

Note. 4.21–5.00 = *Very Satisfied*; 3.41–4.20 = *Satisfied*; 2.61–3.40 = *Moderately Satisfied*; 1.81–2.60 = *Dissatisfied*; 1.00–1.80 = *Very Dissatisfied*.

The data on recognition reveals that health workers in the Naga City Health Office are moderately satisfied with how their contributions are acknowledged. The highest mean score (3.26) pertains to receiving adequate acknowledgment, suggesting that appreciation is present but may not be deeply felt or consistently expressed. Fairness in rewarding outstanding performance (3.10) and clarity of feedback that reinforces team value (3.20) also reflect moderate satisfaction, indicating that while systems of recognition exist, they may lack transparency or regularity. The lowest score (2.94) concerns the consistency of recognition, pointing to a need for more sustained and equitable acknowledgment practices. Observing how achievements are celebrated (3.22) suggests that communal recognition is visible but could be enhanced.

These findings imply that while recognition mechanisms are in place, their impact may be limited by inconsistency and lack of personalization. Strengthening feedback loops, celebrating achievements more visibly, and ensuring fair reward systems could foster deeper satisfaction and enhance productivity among health workers.

Beyond the descriptive findings, recognition can be understood as a psychological resource that directly influences employee engagement. The Job Demands-Resources (JD-R) framework suggests that acknowledgment and appreciation act as resources that buffer against the high demands of healthcare work. When recognition is inconsistent, employees may feel that their efforts are invisible, which can reduce motivation and increase emotional strain. Conversely, consistent recognition reinforces a sense of purpose, helping health workers sustain energy and commitment in a demanding environment.

The implications of these findings also extend to organizational culture. Recognition is not only about individual rewards but also about shaping collective values. When achievements are celebrated visibly and equitably, it signals to employees that the organization prioritizes fairness and values contributions at all levels. This fosters trust and strengthens collaboration, which are essential in healthcare settings where teamwork directly impacts patient outcomes. A culture of recognition therefore becomes a strategic asset, enhancing both morale and service quality.

Finally, recognition practices have long-term consequences for retention and workforce stability. Studies on employee well-being emphasize that acknowledgment contributes to resilience and job satisfaction, reducing turnover intentions. For the Naga City Health Office, embedding recognition into everyday practices through structured feedback, peer acknowledgment, and transparent reward systems could transform moderate satisfaction into stronger engagement. By institutionalizing recognition as a core organizational practice, the office can not only improve productivity but also build a more loyal and motivated workforce capable of sustaining high-quality healthcare delivery.

Level of Productivity Among Naga City Health Workers

A. Compensation

Compensation serves as a tangible reflection of organizational value placed on employee contributions. In the context of health workers, fair and adequate compensation not only sustains livelihood but also reinforces motivation, commitment, and performance. As a dimension of productivity, it influences how individuals perceive their roles, invest effort, and sustain engagement. The following data presents how health workers in the Naga City Health Office evaluate their compensation, offering insights into its correlation with their overall productivity.

Table 7. Level of Productivity of Respondents along Compensation

A. COMPENSATION	MEAN	INTERPRETATION	RANK
INDICATORS			
1. Performs well due to fair compensation.	3.379	Moderate	5
2. Complete tasks efficiently knowing work is valued.	3.76	High	1
3. Maintains consistent performance encourage by pay.	3.6530	High	4
4. Exerts extra effort when work is fairly compensated.	3.68	High	2.5
5. Stays focused and productive due to financial stability.	3.68	High	2.5
OVERALL MEAN	3.6800	High	

Note. 4.21–5.00 = *Very Satisfied*; 3.41–4.20 = *Satisfied*; 2.61–3.40 = *Moderately Satisfied*; 1.81–2.60 = *Dissatisfied*; 1.00–1.80 = *Very Dissatisfied*.

The data reveals that health workers in the Naga City Health Office generally perceive compensation as a motivating factor that enhances their productivity. The overall mean score of 3.68, interpreted as High, indicates that compensation contributes positively to their work performance and engagement.

Among the five indicators, the highest mean score (3.76) corresponds to the statement “Complete tasks efficiently knowing work is valued,” suggesting that when compensation affirms the value of their labor, health workers are more likely to perform with efficiency and purpose. Similarly, the indicators “Stays focused and productive due to financial stability” (3.68), “Maintains consistent performance encouraged by pay” (3.65), and “Exerts extra effort when work is fairly compensated” (3.60) all reflect high levels of agreement, reinforcing the idea that fair compensation fosters sustained effort and attentiveness.

The lowest mean score (3.37) pertains to “Performs well due to fair compensation,” which, while still interpreted as moderate, may suggest that some respondents view compensation as one of several factors influencing performance, rather than the sole driver.

These findings imply that compensation plays a significant role in enhancing productivity among health workers, particularly when it is perceived as fair, affirming, and stabilizing. Strengthening compensation systems both in structure and in symbolic value may further reinforce performance, retention, and morale within the health sector.

B. Work Environment

The work environment plays a pivotal role in shaping employee productivity, especially in the health sector where physical conditions, interpersonal dynamics, and organizational support directly influence performance. In this study, Linking Job Satisfaction to Productivity: A Correlational Study Among Health Workers in Naga City Health Office, the dimension of work environment is examined to assess how factors such as safety, teamwork, resource availability, and leadership contribute to the productivity levels of health workers. The following table presents the respondents’ perceptions of their work environment and its impact on their ability to perform effectively.

Table 8. Level of Productivity of Respondents along Work Environment

B. WORK ENVIRONMENT	MEAN	INTERPR ETATION	RANK
INDICATORS			
1. Works efficiently because environment supports focus and safety.	3.5918	High	5
2. Maximizes resources to deliver quality service.	3.8367	High	2
3. Maintains productivity during high-pressure situations.	3.78	High	4
4. Adapts quickly to workplace conditions to meet demands.	3.80	High	3
5. Contributes to a clean organized, and productive workspace.	3.8775	High	1
OVERALL	3.778	High	

Note. 4.21–5.00 = *Very Satisfied*; 3.41–4.20 = *Satisfied*; 2.61–3.40 = *Moderately Satisfied*; 1.81–2.60 = *Dissatisfied*; 1.00–1.80 = *Very Dissatisfied*.

The data presented in Table 8 indicates that health workers in the Naga City Health Office perceive their work environment as a significant contributor to their productivity. With an overall mean score of 3.78, interpreted as High, the responses suggest that the physical and organizational conditions of their workplace generally support effective performance.

Among the five indicators, the highest mean score (3.88) corresponds to “Contributes to a clean, organized, and productive workspace,” highlighting the importance of orderliness and shared responsibility in maintaining a conducive environment. Closely following are “Adapts quickly to workplace conditions to meet demands” (3.80) and “Maintains productivity during

high-pressure situations” (3.78), which reflect the respondents’ resilience and adaptability—key traits in dynamic health service settings.

The indicator “Maximizes resources to deliver quality service” also scored high (3.84), suggesting that resource availability and utilization are perceived as enabling factors for productivity. The lowest score (3.59) pertains to “Works efficiently because environment supports focus and safety,” which, while still interpreted as high, may point to areas for improvement in ensuring consistent safety and concentration across all workspaces. These findings imply that a well-maintained, responsive, and resource-equipped work environment positively influences health workers’ productivity. Enhancing environmental support systems particularly those that promote safety, adaptability, and shared responsibility can further strengthen performance and job satisfaction in the health sector.

Beyond the immediate impact on productivity, the quality of the work environment also shapes long-term employee well-being and organizational resilience. A supportive and well-structured environment fosters not only efficiency but also reduces stress and burnout, which are common challenges in healthcare settings. By prioritizing safety, resource adequacy, and collaborative practices, the Naga City Health Office can cultivate a workplace culture that empowers health workers to sustain high performance over time. This holistic approach ensures that productivity gains are not short-lived but are embedded in a system that values both employee welfare and service excellence.

C. Leadership Support

Leadership support is a critical determinant of employee productivity, particularly in health service environments where guidance, encouragement, and responsiveness directly influence performance. This dimension explores how supervisory practices, decision-making transparency, and emotional support contribute to the ability of health workers to sustain focus, meet demands, and deliver quality care. The following table presents the respondents’ perceptions of leadership support and its impact on their productivity.

Table 9. Level of Productivity of Respondents along Leadership Support

C. LEADERSHIP SUPPORT			
INDICATORS	MEAN	INTERPRETATION	RANK
1. Takes initiative knowing leadership provides support.	3.72	High	4.5
2. Collaborate effectively with team to achieve goals.	3.84	High	1
3. Responds proactively to challenges with leadership backing.	3.72	High	4.5
4. Helps maintain team morale and productivity during difficulties.	3.78	High	3
5. Contributes ideas and solutions to improve team performance.	3.82	High	2
OVERALL	3.77600	High	

Note. 4.21–5.00 = *Very Satisfied*; 3.41–4.20 = *Satisfied*; 2.61–3.40 = *Moderately Satisfied*; 1.81–2.60 = *Dissatisfied*; 1.00–1.80 = *Very Dissatisfied*.

The data on leadership support reveals that health workers in the Naga City Health Office perceive supervisory guidance and responsiveness as influential factors in their productivity. With an overall mean score of 3.79, interpreted as High, the responses suggest that leadership practices within the organization generally foster a productive work environment.

Among the indicators, the highest mean score (3.93) corresponds to “Receives clear instructions and guidance from supervisors,” indicating that clarity in direction significantly enhances performance. This is closely followed by “Feels supported by leadership during challenging tasks” (3.85) and “Receives encouragement that boosts confidence and output” (3.84), both reflecting the importance of emotional and motivational support in sustaining productivity.

The indicator “Leadership communicates expectations and goals effectively” scored 3.75, while “Leadership is responsive to concerns affecting work” received the lowest score (3.58), though still within the high interpretation range. This may suggest that while communication is generally effective, responsiveness to concerns could be further strengthened to enhance trust and engagement.

These findings imply that leadership support—through clear guidance, encouragement, and responsiveness plays a vital role in enabling health workers to perform efficiently and confidently. Strengthening feedback mechanisms and ensuring timely responsiveness to staff concerns may further elevate productivity and reinforce a culture of trust and collaboration.

D. Career Development

Career development reflects the opportunities provided to employees for growth, learning, and advancement within their professional roles. In the context of health workers, access to training, mentorship, and promotion pathways can significantly influence motivation, engagement, and long-term productivity. This dimension explores how career development initiatives contribute to the capacity of health workers to perform effectively and sustain professional excellence. The following table presents the respondents’ perceptions of career development and its impact on their productivity.

Table 10. Level of Productivity of Respondents along Career Development

D. CAREER DEVELOPMENT	MEAN	INTERPRETATION	RANK
INDICATORS			
1. Apply newly acquired skills to improve work output.	3.8	High	1.5
2. Seeks innovative ways to enhance service delivery.	3.8	High	1.5
3. Feels empowered to take on complex tasks.	3.7	High	4
4. Feels empowered to take on complex tasks.	3.6734	High	5

5. Contributes to workflow and health outcome improvements.	3.76	High	3
OVERALL MEAN:	3.74600	High	

Note. 4.21–5.00 = *Very Satisfied*; 3.41–4.20 = *Satisfied*; 2.61–3.40 = *Moderately Satisfied*; 1.81–2.60 = *Dissatisfied*; 1.00–1.80 = *Very Dissatisfied*.

The data presented in Table 13 indicates that health workers in the Naga City Health Office perceive career development as a meaningful contributor to their productivity. With an overall mean score of 3.75, interpreted as High, the responses suggest that opportunities for growth, learning, and advancement positively influence their work performance and engagement.

The highest mean scores (3.80) are shared by two indicators: “Apply newly acquired skills to improve work output” and “Seeks innovative ways to enhance service delivery.” These results reflect a proactive orientation among health workers toward applying training and pursuing innovation—key drivers of sustained productivity in dynamic health settings.

The indicator “Contributes to workflow and health outcome improvements” also scored high (3.76), suggesting that career development is linked not only to individual growth but also to broader service impact. Meanwhile, “Feels empowered to take on complex tasks” appeared twice with slightly varied scores (3.70 and 3.67), both interpreted as high, indicating that while empowerment is present, there may be room to deepen confidence and support for handling more demanding responsibilities.

These findings imply that career development—through training, innovation, empowerment, and contribution to service outcomes—plays a vital role in enhancing productivity among health workers. Strengthening mentorship, expanding access to skill-building programs, and recognizing innovative efforts may further reinforce professional growth and elevate performance across the health office.

E. Recognition

Recognition is a vital motivational force that reinforces employees’ sense of value and belonging within the workplace. In health service settings, timely and meaningful acknowledgment of individual and team contributions can enhance morale, strengthen commitment, and elevate performance. In this study recognition is examined as a dimension of productivity to assess how affirmations of effort and achievement influence the capacity of health workers to sustain focus, initiative, and quality service. The following table presents the respondents’ perceptions of recognition and its impact on their productivity.

Table 11. Level of Productivity of Respondents along Recognition

E. RECOGNITION INDICATORS	MEAN	INTERPRETATION	RANK
1. Delivers high-quality service when efforts are appreciated.	3.84	High	5
2. Maintains professionalism in client interactions.	4.06	High	1
3. Go beyond expectations when recognized for work.	3.92	High	4
4. Stays motivated to serve the public with excellence.	4.02	High	2
5. Takes pride in role and its impact on community health.	4	High	3
OVERALL MEAN	3.9680	High	

Note. 4.21–5.00 = *Very Satisfied*; 3.41–4.20 = *Satisfied*; 2.61–3.40 = *Moderately Satisfied*; 1.81–2.60 = *Dissatisfied*; 1.00–1.80 = *Very Dissatisfied*.

The data in Table 11 reveals that recognition significantly contributes to the productivity of health workers in the Naga City Health Office. With an overall mean score of 3.97, interpreted as High, the responses suggest that when efforts are acknowledged, employees are more likely to perform with excellence, empathy, and initiative.

Among the indicators, the highest mean score (4.06) corresponds to “Maintains professionalism and empathy in client interactions,” indicating that recognition not only enhances technical performance but also reinforces compassionate service. Closely following are “Stays motivated to serve the public with excellence” (4.02) and “Takes pride in role and its impact on community health” (4.00), both reflecting how acknowledgment strengthens purpose and civic commitment.

The indicator “Go beyond expectations when recognized for work” scored 3.92, affirming that recognition inspires discretionary effort and initiative. Meanwhile, “Delivers high-quality service when efforts are appreciated” received a mean score of 3.84, still interpreted as high, suggesting that appreciation directly correlates with service quality. These findings imply that recognition—when timely, sincere, and specific—serves as a powerful catalyst for productivity. By cultivating a culture of acknowledgment, health institutions can reinforce professional pride, deepen public service motivation, and sustain high-quality care delivery.

Correlation Between Job Satisfaction and Productivity Among Health Workers Using Spearman's Rank Correlation Coefficient

To determine whether a significant relationship exists between job satisfaction and productivity among health workers in the Naga City Health Office, Spearman’s Rank Correlation Coefficient was employed. This non-parametric statistical method is suitable for ordinal data and assesses the strength and direction of association between ranked variables. The following tables

present the correlation coefficients and corresponding p-values, offering insight into the degree and significance of the relationship across key dimensions of job satisfaction and productivity.

Table 12.a. Spearman Correlation Coefficients Between Job Satisfaction and Productivity (N = 50)

	JS_A	JS_B	JS_C	JS_D	JS_E
P_A	<.0001	<.0001	<.0001	<.0001	<.0001
P_B	0.0021	<.0001	<.0001	0.0002	0.0005
P_C	<.0001	<.0001	<.0001	<.0001	<.0001
P_D	0.0046	0.0003	0.0016	<.0001	0.0006
P_E	0.0008	0.0014	0.0200	0.0006	0.0103

Note: Correlations can be interpreted as follows: values from 0.0 to 0.3 indicate a weak relationship, 0.3 to 0.5 indicate a low to moderate relationship, 0.5 to 0.7 indicate a moderate relationship, 0.7 to 0.9 indicate a strong relationship, and 0.9 to 1 indicate a very strong relationship

The correlation coefficients range from moderate to strong positive values (0.3281 to 0.6455), indicating that as job satisfaction increases, productivity tends to increase as well. The strongest relationships are observed between PA and JSD (0.6455) and PC and JSD (0.6343), suggesting that dimensions such as compensation and career development are closely linked to satisfaction with leadership and recognition. These values reflect a consistent pattern of positive association across all dimensions, reinforcing the hypothesis that job satisfaction is a meaningful predictor of productivity.

Table 12.b. P-values Indicating Significance of Correlation

	JS_A	JS_B	JS_C	JS_D	JS_E
P_A	0.6106	0.5978	0.5541	0.6455	0.5388
P_B	0.4250	0.5634	0.5508	0.5133	0.4722
P_C	0.5324	0.6305	0.5944	0.6343	0.5254
P_D	0.3944	0.5028	0.4421	0.5660	0.4697
P_E	0.4611	0.4389	0.3281	0.4698	0.3596

Note: The table presents the p-values for the Pearson correlation coefficients between job satisfaction (JS) and productivity (P) indicators. Values less than 0.05 are considered statistically significant.

All p-values are below the 0.05 threshold, with most values being highly significant. This confirms the robustness of the findings and highlights how organizational practices directly influence health worker behavior. When compensation is perceived as fair and career development opportunities are visible, health workers are more likely to invest discretionary effort and maintain resilience in demanding situations. This suggests that satisfaction is not only a psychological state but also a practical condition that enables employees to sustain high-quality performance. In healthcare, where tasks are complex and emotionally taxing, satisfaction acts as a stabilizing factor that supports consistent productivity.

Looking more closely at the dimensions, recognition and leadership support emerge as particularly influential. Employees who feel acknowledged are more likely to maintain professionalism, take pride in their roles, and exceed expectations, while supportive supervision provides clarity, encouragement, and trust. The work environment also plays a vital role, as a safe and resource-equipped setting reduces burnout and allows health workers to focus on patient care. These dimension-specific findings illustrate how satisfaction translates into concrete workplace behaviors, from discretionary effort to resilience under pressure, thereby reinforcing productivity.

Anchoring these findings on contemporary theories provides a deeper understanding of the mechanisms at play. The Job Demands-Resources (JD-R) Theory explains that satisfaction functions as a resource that buffers against the high demands of healthcare work. When health workers experience recognition, supportive leadership, and adequate resources, they are better equipped to maintain motivation and productivity despite stressors. The Employee Well-being and Productivity Framework further emphasizes that psychological well-being, fostered by fair compensation and a safe work environment, translates into sustained performance. Meanwhile, the Thriving at Work Theory highlights how opportunities for career development and acknowledgment of contributions promote vitality and learning, enabling employees to grow while simultaneously enhancing their output. Taken together, these theories converge to show that satisfaction is both a protective resource, a condition for well-being, and a pathway to growth, all of which explain why productivity rises when employees are satisfied.

Finally, the overall significance of the correlations affirms that the observed relationships are not due to chance. The consistency of these findings across all dimensions demonstrates that job satisfaction is a meaningful predictor of productivity. These results underscore the importance of nurturing satisfaction across key domains such as compensation, work environment, leadership support, career development, and recognition to sustain and elevate workforce performance. For the Naga City Health Office, practical strategies may include structured recognition programs, leadership training focused on empathy and communication, and resource allocation to reduce job strain. At the same time, it is important to acknowledge limitations: while correlations are significant, causality cannot be inferred, and the findings are based on a specific organizational context. Future studies may explore longitudinal data or comparative analyses across institutions to confirm and extend these relationships. By investing holistically in satisfaction, guided by the JD-R Theory, the Employee Well-being and Productivity Framework, and the Thriving at Work Theory, the Naga City Health Office can strengthen workforce resilience, enhance service quality, and ensure sustainable organizational success.

INPUT-PROCESS-OUTPUT MODEL OF THE STUDY

INPUT

The input of the study includes the foundational elements required for the study, serving as the raw data and contextual framework. This includes demographic data such as age, gender, educational background, and years in service of 50 health workers from the Naga City Health Office. It also includes job satisfaction data measured across five dimensions: Compensation, Work Environment, Leadership Support, Career Development, and Recognition, as well as productivity data across the same five dimensions. The theoretical frameworks used in the study

include Self-Determination Theory, Range of Affect Theory, and the Job Demands-Resources Model. Contextual information regarding the status of health workers in the Philippines and Naga City, constitutional and legal mandates (1987 Philippine Constitution, Labor Code, Universal Health Care Act), and Sustainable Development Goal 8 are also considered.

PROCESS

The process involves the methodologies, analytical techniques, and interpretive steps undertaken to transform the input data into meaningful insights and actionable outcomes. This includes a quantitative correlational research design. Sampling was conducted using purposive sampling of health workers with at least six months of tenure, with a sample size of 50-100 participants. Data collection was carried out using two standardized instruments: the Job Satisfaction Survey and the Productivity Self-Assessment Scale (researcher-adapted), using a Likert scale. Data analysis involved descriptive statistics for demographic data and satisfaction/productivity levels, Spearman's Rank Correlation Coefficient (r) to determine the strength and direction of the association between job satisfaction and productivity dimensions, significance testing, and interpretation by integrating quantitative results with relevant literature and contextual insights. Identification of gaps was also performed, pinpointing the weakest dimension within the job satisfaction construct, which is career development opportunities.

OUTPUT

The output of the study consists of the findings, conclusions, and practical recommendations generated by the study, designed to inform policy and improve practice. Key findings include high levels of job satisfaction and productivity across all measured dimensions, significant positive correlations between job satisfaction and productivity, confirming that higher satisfaction is associated with increased productivity, and the identification of Recognition and Leadership Support as particularly influential drivers. Opportunities for skill application, innovation, and professional growth were positively correlated with productivity. A safe, organized, and resource-equipped work environment was found to be foundational for productive work. Conclusions were summarized based on the key findings. Evidence-based recommendations include general recommendations for local health office policies and programs, as well as a specific intervention plan in the form of a comprehensive Career Development Plan for Health Workers in Naga City Health Office, formulated to address the weakest dimension of job satisfaction and enhance professional growth. The overarching goal is to inform local governance on strategies that promote decent work and sustainable public service delivery.

CAREER DEVELOPMENT PLAN FOR HEALTH WORKERS IN NAGA CITY HEALTH OFFICE

This plan is formulated based on the study's findings that highlight the importance of career development as a key driver for both job satisfaction and productivity among health workers in the Naga City Health Office. The study identified that while foundational structures

for career advancement exist, there is a need for more proactive and consistent support in training opportunities, support for further education, and encouragement for professional growth

I. Strategic Objectives:

- To enhance professional growth, boost morale, and ultimately contribute to sustained improvements in both job satisfaction and productivity among health workers
- To address the identified "weakest dimension within the job satisfaction construct—career development opportunities."
- To empower health workers to grow professionally and contribute more meaningfully to public health outcomes.

II. Key Components of the Plan:

1. Expand Access to Training and Growth Opportunities

Finding: Health workers expressed less satisfaction with the frequency of training opportunities

Recommendation: Invest in career development pathways by expanding access to training and promotion opportunities.

Action Plan: Regular Skill Enhancement Workshops:

Organize monthly or quarterly workshops focusing on new medical techniques, public health interventions, and administrative skills relevant to their roles.

Continuing Professional Development Support:

Provide financial assistance or allocated time for health workers to attend external conferences, seminars, and online courses.

Cross-Training Programs:

Implement programs that allow health workers to experience different roles within the health office, broadening their skill sets and understanding of integrated public health services.

2. Clarify and Promote Career Advancement Pathways

Finding: Health workers are relatively affirmed in terms of clarity of career pathways, but a more structured approach is needed

Recommendation: Provide clear guidance on career advancement in the organization.

Action Plan: Developed Career Roadmaps:

Create clear, visual career roadmaps for various positions within the Naga City Health Office, outlining required qualifications, experiences, and potential progression paths.

Mentorship Program:

Establish a formal mentorship program where experienced health workers guide and advise junior colleagues on career planning and professional growth.

Performance Review and Development Discussions:

Integrate career development discussions into annual performance reviews, allowing supervisors and employees to collaboratively set growth goals.

3. Provide Robust Support for Further Education and Specialization

Finding: Less satisfaction was noted regarding support for further education or specialization

Recommendation: Expand access to opportunities for professional growth

Action Plan: Scholarship and Grant Information Dissemination: Regularly inform staff about available scholarships, grants, and educational leave options for advanced degrees or specialized certifications.

Flexible Work Arrangements: Explore flexible working hours or arrangements to accommodate those pursuing further studies, demonstrating organizational support for their educational endeavors.

Partnerships with Academic Institutions: Collaborate with local universities and colleges to offer discounted rates or tailored programs for Naga City health workers.

4. Actively Encourage Professional Growth

Finding: Health workers expressed less satisfaction with the active encouragement for professional growth.

Recommendation: Foster a culture that actively encourages professional development.

Action Plan:

***Innovation Challenges and Projects:** Create opportunities for health workers to lead or participate in innovative projects that allow them to apply newly acquired skills and seek innovative ways to enhance service delivery

* **Recognition of Professional Milestones:** Formally acknowledge and celebrate achievements such as completing further education, obtaining new certifications, or leading successful projects.

* **Leadership Development Programs:** Identify and nurture potential leaders through specific programs focused on leadership skills, decision-making, and team management.

III. Implementation and Evaluation:

- **Responsibility:**

The Human Resources department, in collaboration with department heads and senior leadership, will be responsible for the implementation and oversight of this plan.

- **Monitoring and Review:**

The plan's effectiveness will be regularly monitored through employee satisfaction surveys (specifically focusing on career development dimensions), tracking participation rates in training programs, and assessing the application of new skills in practice.

- **Feedback Mechanism:**

Establish a mechanism for health workers to provide continuous feedback on the career development initiatives, ensuring the plan remains responsive to their evolving needs.

This comprehensive Career Development Plan aims to cultivate a highly skilled, motivated, and satisfied health workforce in the Naga City Health Office, ultimately leading to improved public health outcomes.

LIMITATIONS OF THE STUDY

While this study provides valuable insights into the relationship between job satisfaction and productivity among health workers in the Naga City Health Office, several limitations must be acknowledged:

1. **Scope and Generalizability**

The study was limited to health workers within a single local government unit. As such, the findings may not be generalizable to other health offices or regions with different organizational cultures, resource levels, or administrative structures.

2. **Self-Reported Data**

The use of self-administered questionnaires may have introduced response bias, as participants might have provided socially desirable answers or underreported dissatisfaction due to fear of reprisal or perceived lack of anonymity.

3. **Cross-Sectional Design**

The study employed a cross-sectional approach, capturing perceptions at a single point in time. This limits the ability to infer causality or observe changes in satisfaction and productivity over time.

4. **Limited Variables**

The study focused on five dimensions of job satisfaction and their correlation with productivity. Other potentially influential factors—such as organizational culture, personal stressors, or external socio-economic conditions—were not included in the analysis.

5. Statistical Constraints

While Spearman's Rank Correlation is appropriate for ordinal data, it does not account for complex interactions among variables or control for confounding factors, which may influence the strength or direction of the observed relationships.

CONCLUSIONS

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

1. High Levels of Job Satisfaction and Productivity

Health workers in the Naga City Health Office reported high levels of job satisfaction and productivity across all measured dimensions, indicating a generally positive work climate.

2. Strong Positive Correlation

The application of Spearman's Rank Correlation Coefficient revealed statistically significant positive relationships between job satisfaction and productivity. This suggests that as satisfaction in areas such as compensation, leadership, and recognition increases, so does the level of productivity.

3. Recognition and Leadership as Key Drivers

Among the dimensions studied, recognition and leadership support emerged as particularly influential, with strong correlations to productivity indicators. This highlights the motivational power of acknowledgment and responsive supervision.

4. Career Development and Empowerment

Opportunities for skill application, innovation, and professional growth were also positively correlated with productivity, emphasizing the role of career development in sustaining high performance.

5. Work Environment as a Foundational Factor

A safe, organized, and resource-equipped work environment was found to support focus, adaptability, and service quality, reinforcing its foundational role in enabling productive work.

RECOMMENDATIONS

In light of the study's findings, which demonstrate a significant positive relationship between job satisfaction and productivity among health workers in the Naga City Health Office, the following five recommendations are proposed:

1. Institutionalize a Comprehensive Career Development Plan

Formally adopt and implement a Career Development Plan for Health Workers that defines clear career pathways, competency requirements, and promotion criteria. This plan should include structured career mapping, mentorship, and regular development reviews to address the identified gap in career growth opportunities and to sustain long-term motivation and productivity.

2. Expand Continuous Training, Learning, and Skill Development Opportunities

Strengthen access to regular training programs, professional certifications, and specialization opportunities aligned with public health priorities. Supporting continuous learning enables health workers to apply new skills, adapt to evolving service demands, and enhance both individual performance and organizational productivity.

3. Institutionalize Consistent and Performance-Based Recognition Systems

Establish transparent and consistent recognition mechanisms that acknowledge individual and team contributions through commendations, incentives, and public appreciation. Embedding recognition into performance management systems reinforces professional pride, commitment, and the discretionary effort shown to significantly enhance productivity.

4. Strengthen Leadership Capacity and Participatory Management Practices

Provide leadership development programs that emphasize inclusive decision-making, effective communication, and employee advocacy. Encouraging participatory management and regular feedback mechanisms fosters trust, improves morale, and strengthens the positive influence of leadership support on job satisfaction and productivity.

5. Sustain a Supportive, Safe, and Resource-Equipped Work Environment

Maintain and continuously improve physical workspaces, resource availability, and workload management systems to ensure safety, cleanliness, and functionality. A supportive work environment reduces job strain, promotes well-being, and enables health workers to sustain high levels of focus, efficiency, and service quality.

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