

## **BIBLIOGRAPHY**

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## **ABSTRACT**

This study was conducted to find out the interpersonal relationship and job satisfaction of municipal government employees in the Municipality of Manaoag, Pangasinan for the calendar year 2006. The specific objectives of the study are: (1) to provide the socio-demographic profile of the municipal government employees in the Municipality of Manaoag in terms of gender, civil status, age, educational attainment, length of service, office of assignment, present position and in-service trainings/seminars; (2) to determine the level of quality of interpersonal relationship among the municipal government employees in the different offices of Municipality of Manaoag; (3) to determine the level of job satisfaction of the municipal government employees in their respective offices; (4) to find out the degree of seriousness of the problems encountered by the municipal government employees relative to interpersonal relationship; (5) to find out the degree of seriousness of the problems encountered by the municipal government employees relative to job satisfaction; and (6) to find out the difference in the level of quality of interpersonal relationship, level of job

satisfaction, degree of seriousness of the problems encountered relative to interpersonal relationship and job satisfaction when respondents are compared according to the specified profile variables.

Based on the findings of the study, the following conclusions were derived: There are more females than the males municipal employees in the setting of this study; there are more married; more who come from middle age; the majority has finished college degree who has rendered substantial amount of service. Local, provincial, regional and national trainings/seminars are accessible to respondents while international trainings/seminars are accessible to only a few.

The level of quality of interpersonal relationship among municipal government employees in the different offices of the Municipality of Manaoag is “Satisfactory”. The level of job satisfaction of municipal government employees in their respective offices is “Moderately Satisfied”. The degree of seriousness of the problems encountered by municipal government employees relative to interpersonal relationship is “Slightly Serious”. In addition, the degree of seriousness of the problems encountered by municipal government employees relative to job satisfaction is “Moderately Serious”.

The respondents differ on the level of quality of interpersonal relationship on two items in terms of length of service; on the level of job satisfaction in terms of gender, office assignment, length of service, in-service trainings and educational attainment; on the degree of seriousness of problems encountered relative to interpersonal relationship in terms of age, office assignment, length of service, and in-service trainings; degree of seriousness of problems encountered

relative to job satisfaction in terms of age, civil status, office assignment, and length of service.

From these results of the study, it is suggested that, there is a need to increase the level of quality of interpersonal relationship, level of job satisfaction and seriously address the problems encountered relative to interpersonal relationship and job satisfaction. A similar study to include other variables is recommended.



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## INTRODUCTION

### Background of the Study

Manaoag stands at the crossroads of history being a tourism spot in view of its Patron Saint Nuestra Señora de Manaoag. The involvement of all the people in making it as one of the religious bastions of Christianity in the country, and with the fame of the miraculous works of the Lady of the Rosary, had the town's people expect and share the goal of improving the quality of life of every Manaoageños. It takes concerted efforts of all, including government entities, municipal employees and officials to make this vision a reality.

In its early history, the municipal government employees tried to strive to work together and unite all efforts to attain peace, unity, rapport, and progress in their town. To make the town a window and mirror of advancing municipality not only in the province of Pangasinan but also in Region I and the whole Philippines in general, the people especially those in the workforce initiated closer ties among and between the people and officials.

The fulfillment of the objectives of public service cannot be borne by the employees alone. Since the employees are the heart of the workforce, their performance and how well they direct their duties and responsibilities are conditioned and influenced by several factors such as



the people served, co-workers, administrators, department heads and other members of the administration. In one-way or another, the importance of employee-superior relationship determines the success or the future of the workforce (Liu, 2001).

Although the town is confronted with so many problems economically, people in the workforce particularly the municipal government employees try to pull their efforts, together resources and talents to surpass difficulties through good working relations and smooth interpersonal relationship to build morale and job satisfaction.

Good human relations should be a way of life, philosophy of action, the application of the principle of individual and group individuals pulling their resources together, cooperating with one another towards work objectives, which benefit society as a whole. If one works harmoniously with peers, superiors and co-workers, unity prevails and consequently, the general public will likely recognize and support their needs (Griffiths, 1965).

In order to enhance productivity and better quality output, developing the people of an organization is very important. La Belle (1983) supports this idea by pointing out that the most important assets today in any organization are its people. They are the energies, skills, talents and





knowledge that potentially can or should be applied in the production of goods or the rendering of useful services.

In fact, the success of any organization, including government entities, is nothing more or less than the sum total of activities and success of the people who comprise the organization. (Miranda and Miranda, 1987) Hence, there should be proper harnessing, mobilizing and effective utilization of human assets – a task that is not easy to accomplish. This task has thereby become an important responsibility of personnel management to look forward, to perceive new opportunities in unsatisfied and unfulfilled needs, and then to take action to make these potential opportunities for service to the people become concrete and real.

In the face of adversity, the municipal government employees of Manaoag are challenged to persevere for a work ethics needed in the workplace. Strengthening the bonds that link and nurture a better superior-subordinate relationship is the goal of every worker in the workplace.

With an enlightened leadership in the Municipality of Manaoag and through the quality of interpersonal relationship, it is hoped that this study will bring positive results – the rank-and-file employees in the Municipality can exude high morale, productivity and job satisfaction. Such high morale and job satisfaction will motivate them to exert their best in terms of talent, skills, quantity and quality outputs.



“Nurturing public service ethics, promoting bureaucratic excellence and bolstering employee empowerment is improving morale and job satisfaction.” (De Leon, 1998)

To bring quality of interpersonal relationship and improve job satisfaction among employees in the Municipality of Manaoag is the ultimate goal of this study.

In view of the above, it is hoped that this study would look into the weak points to improve human relations and strengthen or enrich the strong points in superior-subordinate relationship among the employees in the Municipality.

### Statement of the Problem

This study is intended to find out the interpersonal relationship and job satisfaction of municipal government employees in the Municipality of Manaoag, Pangasinan for the calendar year 2006. Specifically, it sought to answer the following questions:

1. What is the socio-demographic profile of the municipal government employees in the Municipality of Manaoag?
2. What is the level of quality of interpersonal relationship among the municipal government employees in the different offices of the Municipality of Manaoag?



3. What is the level of job satisfaction of municipal government employees in their respective offices?

4. What is the degree of seriousness of the problems encountered by the municipal government employees relative to interpersonal relationship?

5. What is the degree of seriousness of the problems encountered by the municipal government employees relative to job satisfaction?

6. What is the difference in the level of quality of interpersonal relationship, level of job satisfaction, degree of seriousness of the problems encountered relative to interpersonal relationship and job satisfaction as perceived by the respondents when categorized according to the specified profile variables?

### Objectives of the Study

This study was conducted to find out the interpersonal relationship and job satisfaction of municipal government employees in the Municipality of Manaoag, Pangasinan for the calendar year 2006.

The following are the specific objectives of the study:

1. To provide the socio-demographic profile of the municipal government employees in the Municipality of Manaoag in terms of gender,



civil status, age, educational attainment, length of service, office of assignment, present position, and in-service trainings and seminars.

2. To determine the level of quality of interpersonal relationship among the municipal government employees in the different offices of the Municipality of Manaoag.

3. To determine the level of job satisfaction of the municipal government employees in their respective offices.

4. To find out the degree of seriousness of the problems encountered by the municipal government employees relative to interpersonal relationship.

5. To find out the degree of seriousness of the problems encountered by the municipal government employees relative to job satisfaction.

6. To find out the difference in the level of quality of interpersonal relationship, level of job satisfaction, degree of seriousness of the problems encountered relative to interpersonal relationship and job satisfaction when respondents are compared according to the specified profile variables.



### Importance of the Study

The findings of this study will reveal the present interpersonal relationship and job satisfaction of municipal government employees in the Municipality of Manaoag, Pangasinan. This study will provide a record of research data upon which to base the interpersonal relationship and job satisfaction of these employees.

Employees' interpersonal relationship and job satisfaction are essential in the management of people and in the fulfillment of goals and objectives of the agency and the whole Municipality as well.

Moreover, people work best when they are satisfied and happy. According to Robbins (2003), for most employees, they get more out of work than merely money or tangible achievements; their work also fills the need for social interaction.

As such, in the conduct of the study, the response of the respondents will reveal the level of quality of interpersonal relationship among the municipal government employees and that the immediate department heads will gain insights on better ways of dealing with the rank-and-file employees and vice-versa.

In addition, the level of job satisfaction of the municipal government employees in their respective offices would be the basis of the department



heads to provide motivation or encouragement towards better performance and satisfaction.

The municipal government employees, who are the beneficiaries of the findings of this study, will make them aware on the degree of seriousness of the problems they would encounter relative to interpersonal relationship and job satisfaction in order to find means or solutions to these problems for the improvement of their expected role and function in the agency.

Furthermore, the researcher will gain invaluable insights and experiences in conducting this study and to the researchers, may use the findings for further evaluation on the interpersonal relationship and job satisfaction among the municipal government employees in the Municipality of Manaoag in particular.

Finally, the result would serve an important contribution in the field of research.

#### Scope and Delimitation of the Study

This study focused on the interpersonal relationship and job satisfaction of municipal government employees in the Municipality of Manaoag for the calendar year 2006.



The respondents of the study are 87 municipal government employees permanently assigned in the 11 different offices in the Municipality of Manaoag for the calendar year 2006. These offices include Office of the Municipal Mayor, Office of the Sangguniang Bayan, Office of the Municipal Engineer, Office of the Municipal Assessor, Office of the Municipal Budget Officer, Office of the Municipal Planning and Development Coordinator, Office of the Municipal Treasurer, Office of the Municipal Accountant, Office of the Municipal Social Welfare and Development Officer, Office of the Municipal Agriculturist, and Office of the Municipal Rural Health Physician.

Covered in the study are the socio-demographic profile of the municipal government employees in terms of gender, civil status, age, educational attainment, length of service, office of assignment, present position, and in-service trainings and seminars; the level of quality of interpersonal relationship among the municipal government employees in the 11 different offices of the Municipality of Manaoag; the level of job satisfaction of these employees in their respective offices; the relationship between the level of quality of interpersonal relationship and the level of job satisfaction; the degree of seriousness of the problems encountered by the said employees; and the difference in the level of quality of interpersonal relationship, level of job satisfaction, degree of seriousness



of problems encountered relative to interpersonal relationship and job satisfaction when respondents are compared according to the specified profile variables.





## REVIEW OF LITERATURE

This chapter presents the related literature and studies pertaining to interpersonal relationship and job satisfaction, which manifest relevant findings, theories and various ideas from articles, studies conducted, and other sources considered relevant to the study.

### Level of Quality of Interpersonal Relationship

The most important things in the world, to us, are the things we believe that we need. Need affects opinions, attitudes, and viewpoints. Generally, people are more aware of unfulfilled needs than those ones that are consistently met.

As mentioned by Corpuz (2000), the important tool in dealing with people is the recognition that although what they do is likely to differ, the underlying reasons for their doing anything are very similar. These reasons, incidentally called motives or needs.

An article from Burt Goldman's latest book, "The Power of Self Mind Control" stated that, a good relationship is a mutual filling of needs and the key to a good interpersonal relationship is simple once you understand the role that needs play in making a relationship weak, moderate, average, or strong. He also mentioned that when two people



have strong needs and each fills the other's needs, there is a powerful interpersonal relationship. <http://www.selfgrowth.com>.

According to Zaiss (2002) connected to others through power and control is in the background of almost all of ones interactions whether they want to accept it or not. One fundamental premise of the power and control context is that in the arena of interpersonal relationships, losers resent winners. This resentment manifests itself in through the flight, flight, and submits options. It is this resentment inside of their relationships that undermines personal effectiveness, family harmony, organizational productivity, community problem-solving and international peace, cooperation and stability.

Although working relationships can be understood in the context on interpersonal relationships, involving changes of social context and norms between partners, they are clearly distinguished from ordinary interpersonal relationships, in that they are based upon the shared goal of task achievement. In building an interpersonal relationship, people start from first impressions. Likewise, building working relationships entails a high level of uncertainty in the process of negotiating work expectations and understanding social behaviors and context among the people involved. <http://jcmc.indiana.edu/vol10/issue4/cho.htm>



As Richard T. De George mentioned in the book of Leveriza (1993), “Interpersonal relations involves the entire spectrum of human behavior”. They can create the situations that foster harmonious relationship among people in their organization based on the principles of equality and mutual respect. One must look at interpersonal relationship from a broader social angle.

In Philippine society, getting along with others in a respectful manner is a highly valued style of action. In situations where it is, or may become, difficult for two or more people to attain smooth interaction, someone in that group will be likely to engage in one or more of the following attempt to preserve smooth interpersonal relationships such as: concession, euphemism, employment of a go-between, or gift-giving. (Pilar and Rodriguez, 1981)

The establishment of long-cherished human bonds of relationship by Leveriza (1993) could be a good beginning in this direction. It could provide new appreciation for the sacredness of human relationship a fire which burns into the nights of humanity.

Frost (2003) stated that lack of compassion or the inability or unwillingness to empathize with the plight of another and then to act accordingly, impairs all kinds of relationships. The dynamic can occur between co-workers, For example, a co-worker blind to the emotional



plight of a colleague struggling with conflicts at home, might criticize his attendance record or his effort at work. According to Azanza (2000) interaction with peers on the job is considered vital in performance. This is due to the recognition that one is doing work in a human environment where harmony of relationships must prevail in order to secure cooperation and coordination.

From the concept pointed out by Pandaliday (1983), interpersonal relationships may result to desirable work values and may have an enhancing effect on performance.

According to Feraren (1999) in order to establish a smooth interpersonal relationship with his or her members, the department head should have the following values: (a) sense of justice or fairness, (b) objectivity, (c) dedication, (d) loyalty, (e) honesty, (f) understanding, and (g) professionalism.

Good human relations, employee-employer relationship, employee-supervisor relationship, and other related concepts such as effective leadership and management, good communication, and ethics, social and moral responsibility are all essential in promoting and strengthening the quality of interpersonal relationship among employees in an organization or agency.



People behave differently because of their uniquely different backgrounds and personalities. Each person is a distinct individual. But to understand human relation you must first know why people do things before you can predict what they will do (Bittel, 1990).

Miranda and Miranda (1987) defined human relations embodies the interrelations of people within a group working toward the accomplishment of a common goal. Human relations place emphasis on the individual rather than on the end to be accomplished and recognize the need for the satisfaction of certain wants and desires of the individual.

Leveriza (1993) said that the most important in management perspective is that no one escapes human relationship in an organization. Its effects are both personal and organizational and they affect organizational effectiveness, as human relations skill is essential to effective administration in all levels of the organization. An individual with highly developed skill in human relation is expected to be fully aware not only of his own attitudes, assumptions, beliefs, and values.

Peters (1963) pointed out that the main focus of any group has its roots in human relationships. There are circumstances that inevitably demand a consideration of involvement. One's personal awareness, personal commitment to human values and beliefs are necessary in working and sharing with others.



On attitudes and feelings, Dubrin (1990) stated that in an ideal world, everyone would receive salary increase, promotion and other job rewards based strictly on merit. But in real life, the most important factors can be the special initiative you display and the relationship you develop with your boss.

According to Gibson et al. (2000), attitudes provide the emotional basis of interpersonal relations and identification with others and the aspect of values occurs when the interpersonal activities of managers bring them into a confrontation with different and potentially contradictory values.

The existence of employee-employer relationship is determined by the presence of the following elements, namely: (a) selection and engagement of the employee; (b) payment of wages; (c) power to dismiss; and (d) power to control the employee's conduct. (Azucena, 1999)

As a responsible supervisor, he strives for harmonious relationships with your employees and with the others whom he associates. According to Bittel (1990), a supervisor strengthen their contribution to the management process by developing their technical, administrative, and human relation skills – a knowledge of human behavior and an ability to work effectively with individuals and groups, peers, and superiors as well as subordinates.



As mentioned by Martinez (1973), the necessity of working directly with and through people is common to every supervisor's work. The supervisor must meet people as workers, managers, and customers in a great variety of situations to which he must be able to adapt rapidly and effectively. The supervisor's interaction with people involves a complex network of relationships with his subordinates as individuals and as a team.

Miranda and Miranda (1987) further explained that a supervisor being the liaison between management and the employees should be deeply endowed with good human relations. He should be able to cement close relations between these two partners whose interests are complimentary and not antagonistic. Because according to Martinez (1973), a supervisor's social relations with subordinates are very important. He should be fair in his dealings with them. He should remember that consideration is an art that he can never be too big to practice. Therefore, according to Elesterio (1994), the relationship must be harmoniously based on justice and charity.

Generally, leadership is defined simply as influence, or the art or process of influencing people so that they strive willingly and enthusiastically toward the accomplishment of group goals. According to George (1964) among characteristics that most good leaders appear to



show are the following: (1) The desire to excel. He must always be in the lead, and is a self-starting individual who is willing to engage in long hours and hard work to achieve success. (2) A sense of responsibility. A leader is not afraid to seek, accept, and faithfully discharge responsibility. (3) A capacity of work. Good leaders are willing to accept the demands of success long hours and hard work. (4) A feel for good human relations. Leaders study and analyze their followers. (5) A contagious enthusiasm. Good leaders should impart and take on a new sense of adventure and enthusiasm.

According to Denhardt (1994), the ability to work effectively with other people is absolutely central for the public manager. To persuade people on issues, to encourage and motivate employees, to represent your organization well before external groups – these and many other interpersonal skills contribute to one's success as a public manager.

Gibson et al. (2000) cited that some of the important abilities associated with leadership effectiveness include the ability to get along with others. This interpersonal skill includes persuasiveness, tact, and diplomacy. These abilities no doubt vary in importance from situation to situation, but research confirms their importance in most leader-follower situations.





The leader's relationship with his people cannot be measured by organizational policies and standards only; he also uses human relations skills to determine their attitudes, behavior, and aspirations. (Leveriza, 1983)

Knudson (1963) identified the following important internal forces that affect a person's leadership abilities: (a) his value system including his attitudes towards organizational efficiency, personal growth of subordinates, and allocation of responsibility; (b) his confidence in his subordinates; (c) his own leadership inclinations; and (d) his feelings of security in an uncertain situation.

A supervisor may acquire and develop the skills required for effective leadership. According to Bittel (1990), most people will agree that good leaders have mastered the following skills like persuasion which is the ability to assemble and present to others a good case for what you think should be done; the influence to exert power over others. Supervisors for example, have the power and authority of their position and rapport is the art of creating among others a willingness to cooperate. It has a great deal to do with what behavior scientists call "interpersonal skills." It requires a deep understanding of motivation and the ability to perceive the needs of others.



Tanedo (1980) gave emphasis on leadership roles and human relations which are generally well performed by the subjects of his study. He stressed that a good leadership demands good public relations.

In every single management task in local government is the main resource in carrying out that task is the staff. In some parts of local government there may be some important and expensive machines and everywhere there are offices and buildings with information technology equipment, but without the staff nothing at all can be achieved. So, the development of strategy depends upon manager's ability to motivate and develop their staff. (Corrigan, 1999)

Management is characterized by an emphasis on a genuine concern and respect for employees as human beings and on the maintenance of effective relationship within a work group. (Bittel, 1990)

Moreover, management skills alone do not make a good manager. One cannot understand the management of organizations without understanding human relationship of people. A manager, in considering interpersonal relationship, should not overlook the fact that an organization is created to accomplish organizational goals and he occupies his position to attain these objectives with the support of his people. (Leveriza, 1993)



It is important for management to get results from or through other people but management cannot expect untrained people to produce results. Superiors should spell out their expectations of their subordinates and, where necessary train them properly so that these subordinates can perform as expected. People work best when they are satisfied and happy. They are more effective when they themselves set their own goals rather than when they merely react to problems. (Cariño, 1995)

As stated by Lussier (2000), organizations are looking for employees with good general management skills because enlightened management is rare in conventional practice. The skills to get along and communicate well with people have become rare in organizations. Much more, manager's skills of having business knowledge, leadership abilities, sound judgment and planning and setting abilities are now becoming rare among managers.

With this, some management theorists propose a long list of skills, but the necessary skills for managing a department or an organization can be summarized in three (3) categories according to Lussier (2000):

First, conceptual skills are the cognitive ability to see the organization as a whole and the relationship among its parts. It involves the manager's thinking, information processing, and planning abilities.



They must perceive significant elements in a situation broad and conceptual pattern.

Next, the human skills are the manager's ability to work with and through other people and to work effectively as a group member. These skills are demonstrated in the way a manager relates to other people, including the ability to motivate, facilitate, coordinate, lead, communicate, and resolve conflicts. Managers with human skills allow subordinate to express themselves without fear of ridicule and encourage participation.

The third is the technical skills. It is the understanding of proficiency in the performance of specific tasks. This includes specialized knowledge, analytical ability, and the competent use of tools and techniques to solve the problems in that specific discipline. Many managers get promoted to their first management job by having excellent technical skills.

Communication is sharing of information between two or more individuals or groups to reach a common understanding. As stated by Jones (2003), good communication is necessary for managers to learn about new technologies, implement them in their organizations and train workers in how to use them, as well as, subordinates need to communicate quality problems and suggestions for increasing quality to their superiors, and members of self-managed work teams need to share their ideas for improving quality with each other.



Effective communication helps develop positive working relationships with both a supervisor's boss and employees. Being a straight shooter, acting in good faith, building mutual confidence, welcoming employee's ideas and having a respectful attitude are all powerful foundations on which employees will learn to trust you. Being direct, open and honest in all your conversations will help employees view him as a reliable source of information. (Bittel, 1990)

In addition, effective management is finding a successful means of communicating ideas to other people within the organization. Claude S. George, Jr. explained it in the book of Leveriza (1993) in this manner:

“In as much as an organization is developed to aid in accomplishing an objective, a good communication system is necessary if all employees are to know what to do to aid in reaching this objective. In fact, one of the most immediate and costly results of poor organization is the breakdown of intra-organizational communication, and the resulting loss of an integrated operating system.”

As mentioned by Lawton (2000), individuals engage in a range of relationships located within a set of organizational and societal practices. In dealing with a citizen, a client or a customer is three very different activities and involves different sorts of relationships that need to be



recognized because it must be concerned with ethical principles that reflect and are reflected in societal and organizational practices.

Cariño (1995) also gave emphasis on the role of ethical values and moral responsibility in management that cannot be emphasized enough. Ethical values and moral responsibility include: (a) work ethics, (b) honesty, integrity, morality and *delicadeza*, (c) basic beliefs aspirations and system of priorities of the decision makers, (d) attitude towards the employees, customers, suppliers and stockholders of the firm, and (e) commitment to the production of a quality product.

According to Azanza (2000), the ethical behavior of the worker is part of performance. The use of office time to do personal business is unethical. The act may not lead to any administrative action being taken by management but this will be remembered when evaluation of performance is made.

Moral responsibility is clearly viewed by Williams (1960) as an assumption of a role by every member of a given society. The individual discharges specific functions and has certain obligations to fulfill according to the expectations by the group. In discharging his duties, he follows a certain code of his society, which he believes will bring him and any act that is injurious to the welfare of his group and which characterizes him as a person who has rounded character and is morally responsible.



Gorospe (1974) further stated that moral life is a continuing relationship and is a way of believing fully a person in relation to other person.

### Theories of Interpersonal Relationship

The following are the theories of interpersonal relationships identified in an article from [http://en.wikipedia.org/wiki/interpersonal\\_relationships](http://en.wikipedia.org/wiki/interpersonal_relationships).

1. Social psychology has several approaches to the subject of interpersonal relationships, among them closure and also trust, as trust between parties can be mutual. This may lead to enduring relationships.

2. Social exchange theory interprets relationships in terms of exchanged benefits. The way people feel about relationships will be influenced by the rewards of the relationship, as well as rewards they may potentially receive in alternate relationships.

3. Systemic coaching analyzes relationships as expressions of the human need to love and be loved. Relationships can be confused by transferences, entanglements and substitution. Systemic coaching offers solutions for many relationship difficulties.



4. Equity theory is based on criticism of social exchange theory. Proponents argue that people care more than just maximizing rewards, they also want fairness and equity in their relationships.

5. Relational dialectics is based on the idea that a relationship is not a static entity. Instead, a relationship is a continuing process, always changing. There is constant tension as three main issues are negotiated: autonomy vs. connection, novelty vs. predictability, and openness vs. closedness.

6. Attachment styles are a completely different way of analyzing relationships. Proponents of this view argue that attachment styles developed in childhood continue to be influential throughout adulthood, influencing the roles people take on in relationships.

7. Socionics and some other theories of psychological compatibility consider interpersonal relationships as at least partly dependent on psychological types of partners.

#### Level of Job Satisfaction

Different authors have given their definitions, ideas, and studies conducted pertaining to the level of job satisfaction of an employee in an organization or agency that evidently associate with the relevant theories or models of job satisfaction.





As defined by Robbins (2003), job satisfaction refers to an individual's general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job; a person who is dissatisfied with his or her job holds negative attitudes about the job. When people speak of employee attitudes, more often than not they mean job satisfaction.

George and Jones (2005) also gives a brief definition of job satisfaction is the collection of feelings and beliefs that people have about their current jobs. A similar definition of job satisfaction defined by Bush and Middlewood (2005) implies an attitude or internal state, which is associated with the work an employee currently does.

In like manner, Gibson et al. (2000) defined job satisfaction as an attitude that individuals have about their jobs as a result of their perception of their jobs.

Further, Schermerhorn (1996) defined job satisfaction as the degree to which an individual feels positively or negatively about various aspects of the job. It represents the personal meaning or perceived quality of one's job and associated work experiences. Satisfaction is gauged by identifying the strength of a need then comparing the need strength to the amount of fulfillment provided satisfaction equals the strength or desire for a need.



Harris (2002) for example, claimed that employees whose needs are being met and whose continuing desires are promised future fulfillment are likely to want to stay with an organization. The degree of fulfillment of the past and the existing needs is also a method for measuring personal satisfaction.

Zaiss (2002) stated that people desire greater satisfaction, enjoyment, and accomplishment from their relationships at home and at work. In the workplace, most of them are capable of producing far more than others do. Some leave work feeling they could have accomplished more. Everyday they see committed and talented people, frustrated and thwarted in their attempts to achieve organizational and personal goals.

As pointed out by Frost (2003), there can even be feelings of satisfaction and pride if one sees the pain as the necessary price to accomplishing some valued outcome in the long run. For example, when a work team reaches its target, creating a breakthrough product after working around organizational roadblocks, turf battles, and misunderstandings, the distress felt along the way is considered worth it. The team needs to feel hope along the way – confidence and belief in the work and achieve-ability of the goal.

According to Azanza (2000), there is a relationship between job satisfaction and performance. Low job satisfaction is translated to low



performance. In fact the suspicion by management of low job satisfaction of the worker is confirmed when performance rating falls. The action of management can be made on time and more incisively when the factors of job satisfaction are assessed on their impact on job performance.

Bittel (1990) said that monitoring job satisfaction is both important to the supervisor and the Human Resource Department. The effects of many human resource strategies are examined with respect to their impact on job satisfaction.

In government, many staff members of the local public service are being left behind professionally, because they have not been given the opportunity to upgrade their qualifications or increase their job knowledge through training and staff development. (Padilla, 1998) However, a promotion need not always involve a pay raise but it may involve either an improvement in the employee's status, in his chances for advancement, or in greater job satisfaction, or better working conditions. (Sison, 1991) Similarly, individuals who perceive that promotion decisions are made in a fair and just manner are likely to experience satisfaction from their jobs (Robbins, 2003).

The evidence indicated that the most important factors conducive to job satisfaction are mentally challenging work, equitable rewards, supportive working conditions, and supportive colleagues. Employees are



concerned with their work environment for both personal comfort and facilitating doing a good job. They prefer physical surroundings that are safe, comfortable, clean, and have a minimum degree of distractions. (Robbins, 2003). He further stated that, employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom and feedback on how well they are doing. Jobs that have little challenge create boredom but too much challenge creates frustration, feelings of failure. Under conditions of moderate challenge, most employees will experience pleasure and satisfaction. But for most employees, they get more out of work than merely money or tangible achievements; their work also fills the need for social interaction. Therefore, having friendly and supportive co-workers may lead to increased job satisfaction.

A person, according to Frac (2002), who seeks satisfaction in one need area and does not find it, is likely to experience frustration. Frustration is viewed to be endemic in an organizational life because of the existence of a hierarchy of competition and constraints on human behavior.

According to Rosenbloom and Kravchuk (2005), satisfied workers usually work harder and better than frustrated ones.



Job satisfaction according to Ivancevich and Matteson (1999) depends on the levels of intrinsic and extrinsic outcomes and how the jobholder views those outcomes. For some people, responsible and challenging work may have neutral or even negative value depending upon their education and prior experience with work providing intrinsic outcomes. For other people, such work outcomes may have high positive values. People differ in the importance they attach to job outcomes. Those differences alone would account for different levels of job satisfaction for essentially the same job tasks. People differ in the extent that: (a) work is a central life interest, (b) they actively participate in work, (c) they perceive work as central to self-esteem, and (d) they perceive work as consistent with self-concept.

As mentioned by Gibson et al. (2000), individuals also receive or derive intrinsic rewards from the job. To the extent that rewards are adequate and equitable, the individual achieves a level of job satisfaction.

On the other hand, individuals have differing perceptions of their work and seek satisfaction from it in different ways. Bittel (1990) further identified the five factors influencing the way people perceive things including their jobs or work they do: (a) past experience with similar work, (b) assumptions about the motivation of others, (c) expectations about



what will happen, (d) the reliability of information, and (e) the present state of mind.

Specifically, job satisfaction Schermerhorn (1996) often reflects attitudes toward such aspects of one's work as pay, tasks, supervision, co-workers, work setting, and advancement opportunities.

George and Jones (2005) stated that people's levels or degrees of job satisfaction could range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole, people also can have attitudes about various aspects of their jobs such as the kind of work they do, co-workers, supervisors or subordinates, and their pay. According to Robbins (2003), when pay is seen as fair, based on job demands, individual skill level and community pay standards satisfaction is likely to result.

George and Jones (2005) further identified four factors affecting the level of job satisfaction a person experiences: (a) personality, (b) values, (c) work situation, and (d) social influence. While numerous dimensions have been associated with job satisfaction according to Gibson (2000), five in particular have crucial characteristics like: (a) pay, (b) job, (c) promotion opportunities, (d) supervisor, and (e) co-workers.

On the other hand, the following determinants of job satisfaction/dissatisfaction according to Herzberg as enumerated in the



book of Thomson (1998) are as follows: achievement, recognition, the nature of work itself, responsibility, advancement, policy, supervision, salary, working conditions, and interpersonal relationships.

As suggested by Frase (1992) in the book of Bush and Middlewood (2005), the greatest satisfaction comes from doing a good job but this satisfaction is not the cause of doing a good job. Improved performance leads to improve learning and improved learning results in greater employee satisfaction. Further, according to Frase (1992), the factors influencing job satisfaction are the following: (a) individual factors, (b) social factors, (c) organizational factors, and (d) cultural factors.

According to McShane and Von Glinow (2000), job satisfaction represents a person's evaluation of his or her job and work context. It is an appraisal of the perceived job characteristics and emotional experiences at work. Satisfied employees have a favorable evaluation of their job, based on their observations and emotional experiences.

For Filipinos, Andres (1981) cited the findings of Dr. Ramirez on the reasons of vital importance in work satisfaction as follows: (a) the Filipino worker expects to be treated as an individual with dignity; (b) he wants to carry an open communication and gets feedback from the ones he works with; (c) in the context of performance appraisals, he wants to be rated high because the benefits of recognition and promotion go with it; (d) he



wants to be given credit for any participation which results to the productivity of the organization; (e) he works with co-workers who are socially supportive; and (f) he wants to be involved in challenging tasks which provide calculated risks but he is resistant to change when new behavior is required from him which he is not ready for.

As stated in the book of Leveriza (1963), the study of Lyman W. Porter and Edward E. Lawler III made three significant qualifying statements. Their study has shown that: (1) job satisfaction is often associated with high performance; (2) high satisfaction is associated with low employee turnover and absenteeism; (3) it may be more fruitful to think about job satisfaction as a result rather than as a sense of high job performance.

In addition, research findings suggested that a satisfied worker is not necessarily a higher performer. Although job satisfaction does not influence quantity and quality performance, it does influence citizenship behaviors, turnover, absenteeism, and preferences (Gibson et al, 2000).

### Theories of Job Satisfaction

There are many theories or models of job satisfaction. Each of them takes into account one or more of the four main determinant of job satisfaction and as discussed by George and Jones (2005), four of the





most influential theories may help us understand the various aspects of job satisfaction by highlighting the factors and issues managers need to consider in enhancing satisfaction levels of their subordinates.

1. The Facet Model focuses primarily on work situation factors by breaking a job into its component elements, or job facts, and looking at how satisfied employees are with each facet like ability utilization, achievement, activity, advancement, authority, company policies and practices, compensation, co-workers, creativity, independence, moral values, recognition, responsibility, security, social service, social status, human relation, and technical supervision, variety and working conditions. The facet model is useful because it forces managers and researchers to recognize that jobs affect employees in multiple ways and strongly influences an employee's job satisfaction.

2. Herzberg's Motivator-Hygiene Theory focuses on the effects of certain types of job facts on job satisfaction. Herzberg theory proposes that every employee has two sets of needs or requirements: motivator needs and hygiene needs. Motivator needs are associated with the actual work itself and how challenging it is while Hygiene needs are associated with the physical and psychological context in which the work is performed. According to Herzberg, an employee can be both satisfied and dissatisfied with his or her job at the same time.



3. The Discrepancy Model is based on a simple idea. To determine how satisfied they are with their jobs, employees compare their job to some “ideal job”. This ideal job could be what one thinks the job should be like, what one expected the job to be like, what one wants from a job, or what one’s former job was like. This model is useful because they take into account that people often take a comparative approach to evaluation. This can help them make meaningful changes to increase the level of job satisfaction their subordinates are experiencing.

4. The Steady-State Theory suggests that each employee has a typical, or characteristics level of job satisfaction, called the steady state or equilibrium level. For example, receiving a promotion and raise may temporarily boost an employee level of job satisfaction, but eventually it will return to the equilibrium level.

#### Problems Encountered

Various authors have given their definitions, ideas, and studies conducted relative to interpersonal relationship and job satisfaction according to their area of specialization and some authors have also come up with the problems that most employees usually encountered relative to interpersonal relationship and job satisfaction.



### Problems Encountered Relative to Interpersonal Relationship

According to the article written by Burt Goldman, when the needs are unfulfilled, the relationship changes and problem arise. When two people have weak needs and each fills the other's needs, there is a mild relationship. When either person has a strong need or those needs are not being filled, there is a poor relationship and when either weak needs has and those needs are being filled, there is a mild relationship, but one leaning more to the negative side than the positive.

<http://www.selfgrowth.com>

The problems that human individuality poses for interpersonal relationships lead logically to a study of communication. This may be seen as an extension of the study of the nature of individuals and their relationships with each other, the problems that human individuality creates, and the extent to which these barriers can be reduced. (Tyson and York, 1996)

According to McShane and Von Glinow (2000), the interaction with others produces interpersonal stressors, including poor supervision, office politics, and conflict with co-workers and clients. Interpersonal stressors will likely become more diverse and as organization rely more on teams than individuals working alone to perform the work.



Differences and conflicts inevitably arise in public organizations. Finding a way to equitably resolve differences is a key interpersonal skill of public managers. Some problems are relatively minor; others are quite substantial. (Denhardt, 1994)

### Problems Encountered Relative to Job Satisfaction

From the website <http://www.upperbay.org/employee.htm> indicated that, there are some employees who experience low job satisfaction because their jobs are defined too narrowly. Often changing the focus of a job can boost satisfaction. For instance, for frontline staff such as receptionists or supermarket checkers, request that they smile at every customer. Adding this specific focus to a frontline job actually boosts satisfaction with it.

As discussed by George and Jones (2005), based on the discrepancy model of job satisfaction, when employees' expectations about their ideal job are high, and when these expectations are not met, employees will be dissatisfied.

According to Thomson (1998), the problem in the workplace is one of the difficulties about establishing whether harassment is taking place. Harassment, however is a very real issue in the workplace and is not confined to minority groups. It is unacceptable if it is behavior that another



individual finds unwanted, unreasonable, offensive, humiliating, intimidating, and hostile.

If an organization has not established formal channels of open communication between senior management and all other levels, the risk of a prolonged and very damaging crisis is much greater (Barton, 2000).

Complaints and grievances according to Andres (1991) are rooted in individual differences. Most grievances arise from failure of the employees to derive satisfaction from their jobs, from a threat to their security on the job, from failure of the supervisors to understand them, or from an employee's maladjustment.

### Conceptual Framework

Both interpersonal relationship and job satisfaction in the workplace begin with the employees. In this way, the employees are encouraged to render the agency the best service they are capable of and possess the quality of interpersonal relationship they have.

In the book of Schermerhorn (1996), McClelland noted that people high in need for affiliation seek companionship, social approval, and satisfying interpersonal relationship. Their work preferences involve special interest in work that involves interpersonal relationship and work that brings social approval.



Bittel and Newstrom (1990) cited that Maslow's greatest insight was the realization that once a need is satisfied, it will no longer motivate a person to greater effort. If a person has what is required in the way of job security, for example, offering more of it such as guaranteeing employment for the next five years will normally not cause a person to work any harder. The supervisor who wishes to see greater effort generated will have to move to an unsatisfied need, such as the desire to be with other people on the job if the employee is to be expected to work harder as a result.

The paradigm of the study (Fig. 1) shows the three (3) variables: independent variable, dependent variable, and the intervening variable. The independent variable includes the respondent's socio-demographic profile in terms of gender, civil status, age, educational attainment, length of service, present position, office of assignment, and in-service trainings and seminars.

The dependent variables include the perceived level of job satisfaction and the level of quality of interpersonal relationship. Both will be measured on a five-point scale where:

- 5 – excellent / very highly satisfied
- 4 – very satisfactory / highly satisfied
- 3 – satisfactory / moderately satisfied



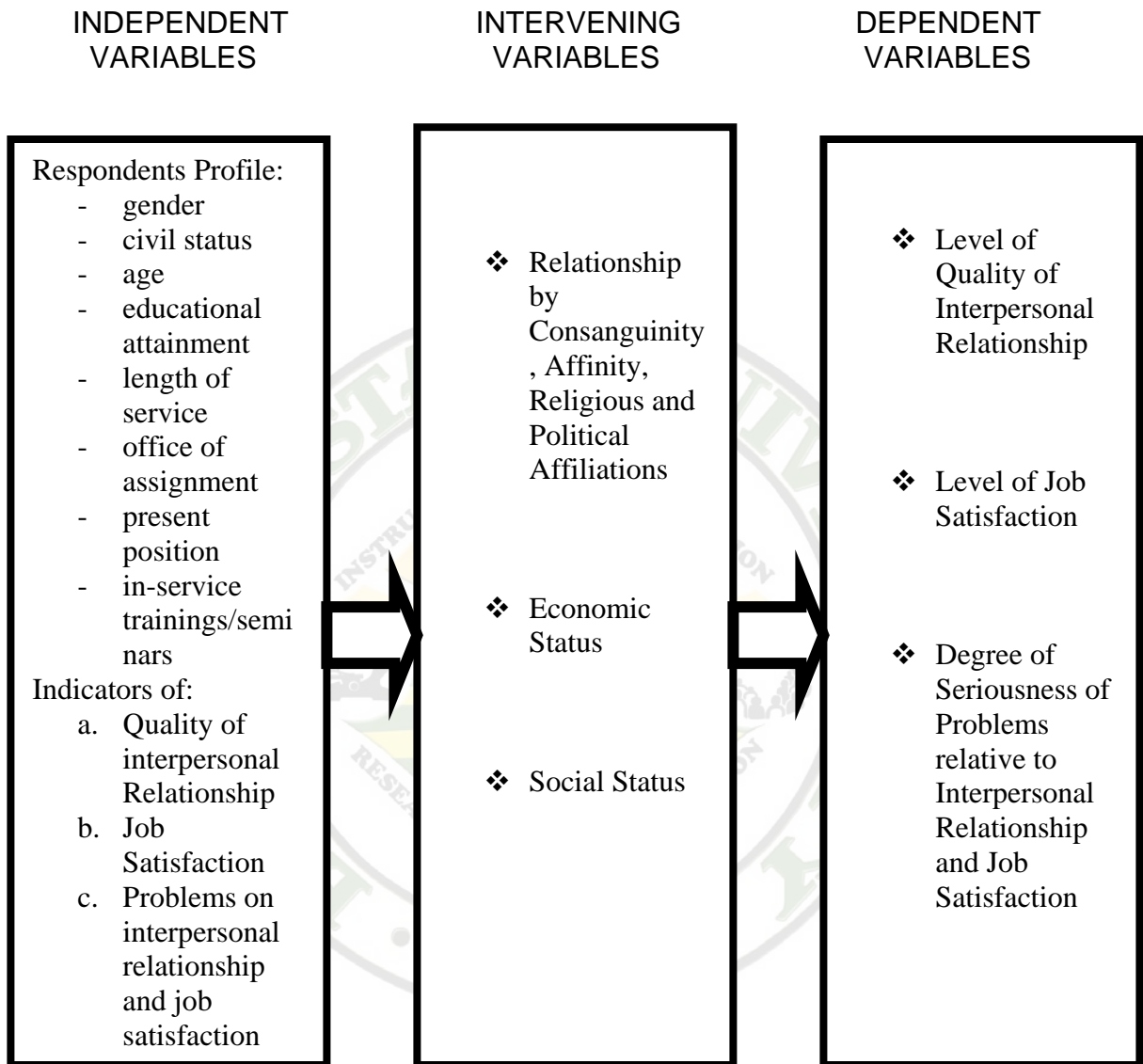


Figure 1. Paradigm of the study showing the relationship of variables



- 2 – fair / slightly satisfied
- 1 – poor / not satisfied

Under the intervening variable is the degree of seriousness of problems encountered relative to interpersonal relationship and job satisfaction of the respondents. These problems could either be very serious, serious, moderately serious, slightly serious, and not serious.

#### Definition of Terms

The following terms are defined operationally:

Civil Status identifies the respondents as single, married or widow/er.

Degree of Seriousness means that the problems encountered by the municipal government employees could either be “very serious, serious, not serious, not so serious, or not a problem at all”.

Educational Attainment refers to the highest level of educational attainment of the respondents.

Ethics is the act of knowing what is good or bad, fair or unfair, just or unjust through moral behavior of the employees in a specific scenario in the agency.





Good Communication is a manner of sharing ideas and information effectively between two or more individuals within the organization or agency in order to reach a common understanding.

Human Relation is a harmonious interaction between and among municipal government employees by way of treating each other as human beings having worth and dignity. It is a sympathetic understanding and helpful attitude of one's heart and spirit.

Interpersonal Relationship is a deep understanding among the municipal government employees established through personal, professional, and social relations wherein a system of shared expectations and modes of adjustments is developed in order to reach a common goal.

In-Service Trainings/Seminars refers to the trainings and seminars attended by the municipal government employees-respondents while in-service in order to improve their efficiency and growth.

Job Satisfaction is the fulfillment of needs in one's job from various aspects of the job task, the workplace, and the employee himself or herself.

Leadership is the art of inspiring others using the different leadership skills so that they strive willingly and enthusiastically toward good interpersonal relationships and job satisfaction among members/employees and accomplishment of group goals and objectives.



Length of Service refers to the number of years of service rendered by the respondents in the municipality of Manaoag. It is divided into three groups: (a) 1-10 years, (b) 11-20 years, and (c) 21-30 years.

Level of Job Satisfaction means that an employee could either be “very highly satisfied, highly satisfied, moderately satisfied, slightly satisfied, or not satisfied” in his or her present job.

Level of Quality refers to the employee’s perception regarding the quality of interpersonal relationship, which could either be “excellent, very satisfactory, satisfactory, fair, or poor”.

Management is the process of managing people in an organization or agency through the use of the different skills and qualities of a good manager in order to have an effective and harmonious working relationship between and among employees, supervisors, and superiors.

Moral Responsibility refers to the roles, functions, and moral obligations expected to a responsible employee inside and outside the organization or agency.

Office of Assignment is the place or agency where the municipal government employee is assigned.

Problems Encountered refers to the problems that the municipal government employees usually encounter relative to interpersonal relationship and job satisfaction.



Related Concepts refer to the concepts related to interpersonal relationship and job satisfaction that contributes to the significance in the conduct of the study.

Related Studies refer to the studies related to interpersonal relationship and job satisfaction of employees that adds significance in the conduct of the study.

Respondents/Employees refer to the municipal government employees assigned in different government offices of the municipality of Manaoag whose status of appointment is permanent.

#### Hypotheses of the Study

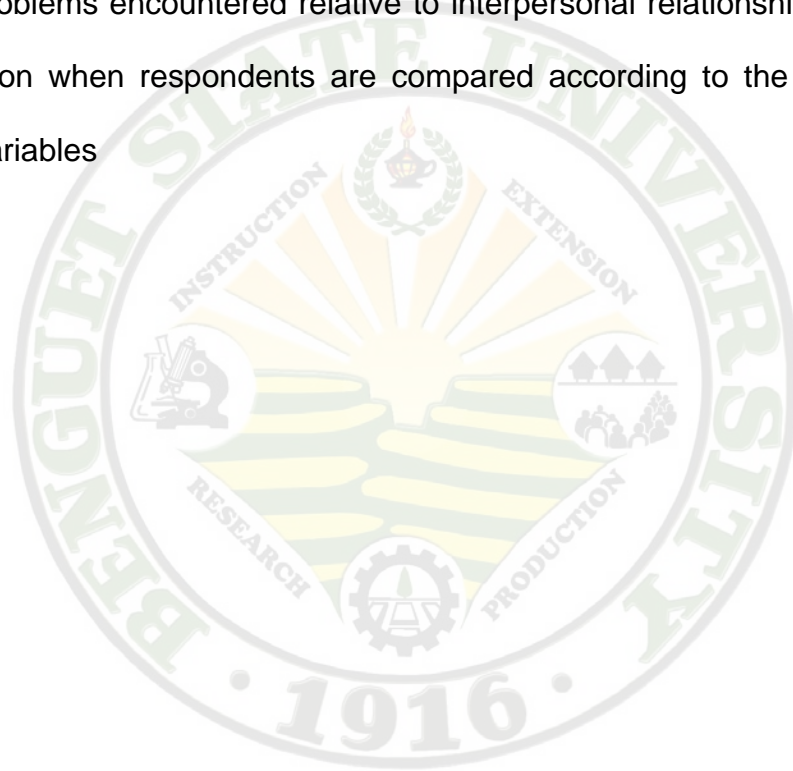
The study is guided by the following hypotheses:

1. There is significant difference on the level of quality of interpersonal relationship among the municipal government employee respondents in the different offices of the Municipality of Manaoag.
2. There is significant difference on the level of job satisfaction of municipal government employee respondents in their respective offices.
3. There is significant difference on the degree of seriousness of the problems encountered by municipal government employee respondents relative to interpersonal relationship.



4. There is significant difference on the degree of seriousness of problems encountered by municipal government employee respondents relative to job satisfaction.

5. There is significant difference on the level of quality of interpersonal relationship, level of job satisfaction, degree of seriousness of the problems encountered relative to interpersonal relationship and job satisfaction when respondents are compared according to the specified profile variables



## **METHODOLOGY**

### Locale and Time of the Study

The study was conducted in the Municipality of Manaoag, a four-century old municipality of the province of Pangasinan and strategically located at the central part of the said province. It is bounded in the North by the Municipality of Pozorrubio, on the South by the first class City of Urdaneta, on the east by the Municipality of Laoac and on the West by the towns of San Jacinto and Mangaldan.

This study was conducted for calendar year 2006. It was conducted in 11 different government offices in the Municipality of Manaoag as follows: Office of the Municipal Mayor, Office of the Sangguniang Bayan, Office of the Municipal Engineer, Office of the Municipal Assessor, Office of the Municipal Budget Officer, Office of the Municipal Planning and Development Coordinator, Office of the Municipal Treasurer, Office of the Municipal Accountant, Office of the Municipal Social Welfare and Development Officer, Office of the Municipal Agriculturist, and Office of the Rural Health Physician.



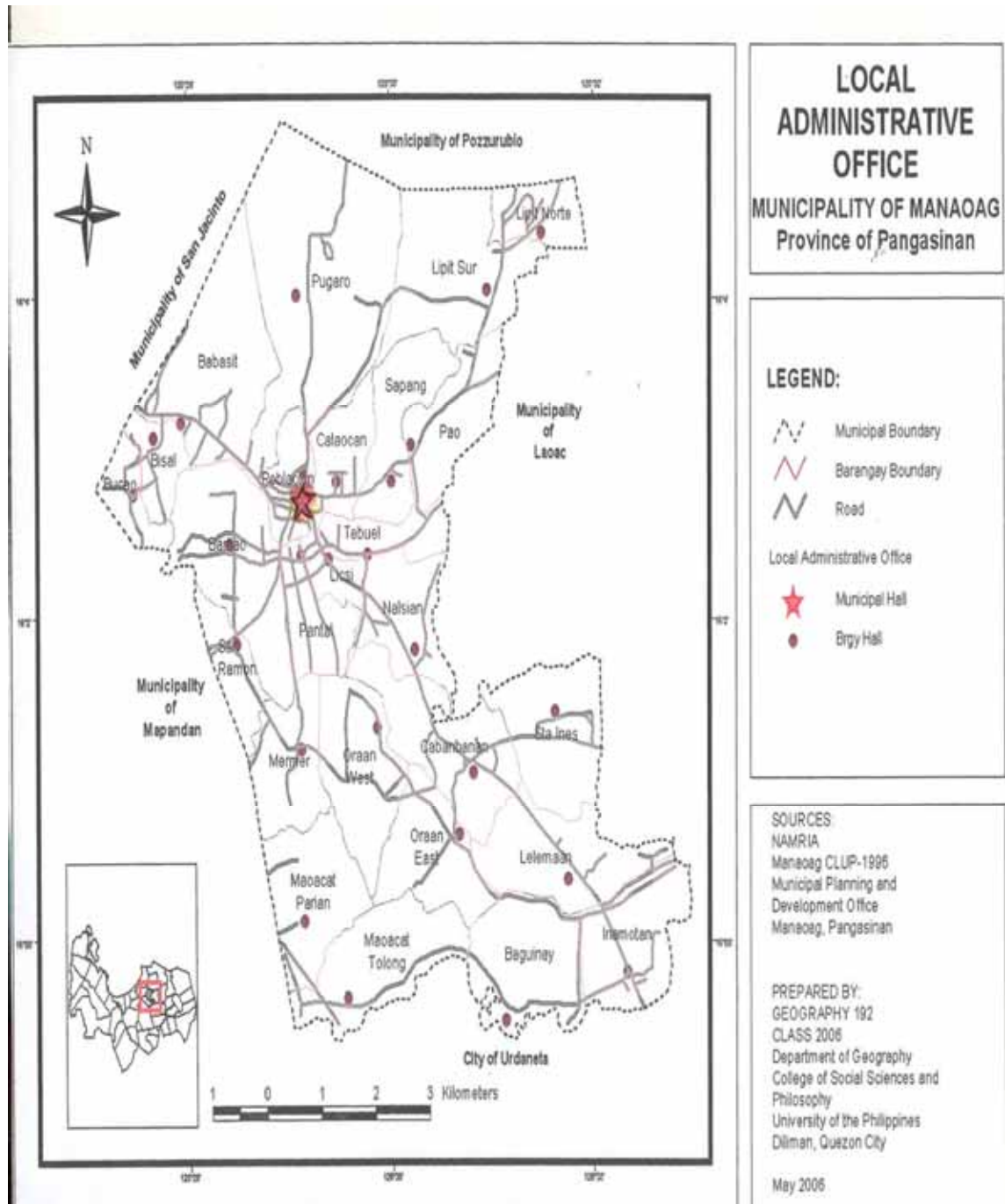


Figure 2. Map of Manaoag showing the locale of the study



### Respondents of the Study

The respondents of the study consisted of 78 municipal government employees of the Municipality of Manaoag shown in Table 1. Although a total of 87 employees were the target respondents, only 78 answered the questionnaires.

Table 1. Respondents of the Study

NAME OF OFFICE	NUMBER OF RESPONDENTS
Office of the Mayor	35
Office of the Sangguniang Bayan	6
Office of the Municipal Engineer	2
Office of the Municipal Assessor	3
Office of the Municipal Budget Officer	1
Office of the Municipal Planning and Development Coordinator	3
Office of the Municipal Treasurer	8
Office of the Municipal Accountant	2
Office of the Municipal Social Welfare and Development Officer	2
Office of the Municipal Agriculturist	7
Office of the Rural Health Physician	9
<b>Total</b>	<b>78</b>



### Instrumentation

The primary data-gathering tool is the set of questionnaire. The questionnaire of the respondents consisted of five parts.

Part I of the questionnaire contained the socio-demographic profile of the respondents such as gender, civil status, age, highest educational attainment, present position, office of assignment, length of service and in-service trainings/seminars.

Part II and Part III, dealt with the employees' level of quality of interpersonal relationship and the level of job satisfaction. The respondents were asked to check the number they felt closely described the manner they perceived their interpersonal relationship and job satisfaction using the five-point scale, where:

- 5 – excellent / very highly satisfied
- 4 – very satisfactory / highly satisfied
- 3 – satisfactory / moderately satisfied
- 2 – fair / slightly satisfied
- 1 – poor / not satisfied

Part IV and Part V consisted of statements that helped the respondents become aware on the degree of seriousness of the problems encountered by them relative to interpersonal relationship and job





satisfaction. They were asked to check their answers using the five-point scale, where:

- 5 – Very Serious
- 4 – Serious
- 3 – Moderately Serious
- 2 – Slightly Serious
- 1 – Not Serious

#### Data Collection

In order to gather the data for this study, permission was asked from the Municipal Mayor of Manaoag. The researcher was assisted by the Department Heads of the 11 offices in the Municipality. A total of 87 copies was distributed and a total of 78 completely answered copies was retrieved.

#### Data Analysis

The data were tabulated according to the specific problems. The distribution of respondents according to their specified profile variables were tabulated in frequencies and percentages. The distribution on the various specified profile variables were inferentially tested using the Chi-



square test of contingency to find out if it differed significantly with the uniform distribution.

With respect to the other specific problems investigating the quality of interpersonal relationship, level of job satisfaction of municipal government employees and the degree of seriousness of the problems encountered relative to interpersonal relationship and relative to job satisfaction, weighted means for each problem were the descriptive measures. The inferential test for the specified hypotheses of the study was F-test using the one-way analysis of variance. The computation of this particular test statistic was done through the use of the Statistical Package for the Social Sciences (SPSS).



## RESULTS AND DISCUSSION

This portion presents the results and discussion of the data. It included the description, analysis, and implications of the data gathered and treated.

### Respondents according to Specified Profile Variables

The profile of the respondents was described in terms of selected variables such as gender, civil status, age, educational attainment, office of assignment, length of service and in-service trainings/seminars attended.

Table 2 presents the distribution of respondents according to their profile in terms of specified variables.

In terms of gender, there were 52 or 66.70 percent females compared to 26 or 33.30 percent males. The chi-square test showed significantly more female employees.

With respect to civil status, there were 65 or 83.30 percent married compared to nine or 11.50 percent single. Only four or 5.10 percent were either widows or widowers. Again, there were significantly more married employees compared to the number of respondents having single or widowed civil status.



Table 2. Distribution of Respondents according to Specified Profile Variables

	FREQUENCY	PERCENTAGE
<b>GENDER</b>		
Male	26	33.3
Female	52	66.7
Total	78	100
<b>CIVIL STATUS</b>		
Single	9	11.50
Married	65	83.30
Widow/Widower	4	5.10
Total	78	100
<b>AGE</b>		
26-30 years old	3	3.80
31-35 years old	9	11.50
36-40 years old	14	17.90
41-45 years old	17	21.80
46-50 years old	19	24.40
51-55 years old	12	15.40
56-60 years old	4	5.10
Total	78	100
<b>EDUCATIONAL ATTAINMENT</b>		
High School Graduate	10	12.80
Vocational/Technical Graduate	9	11.50
College Level	7	9.00
College Graduate	50	64.10
W/MS/MA Units	1	1.30
MS/MA Graduate	1	1.30
Total	78	100
<b>OFFICE OF ASSIGNMENT</b>		
Mayor' office	35	44.90
Sangguniang Bayan	6	7.70
Municipal Engineer	2	2.60
Municipal Assessors	3	3.80
Municipal Budget	1	1.30
Municipal Planning and Development	3	3.80
Municipal Treasurer	8	10.30
Municipal Accountant	2	2.60
MSWD	2	2.60
Municipal Agriculturist	7	9.00
Rural Health Physician	9	11.50
Total	78	100



Table 2 continued...

LENGTH OF SERVICE		
1-10 years	22	28.20
11-20 years	46	59.00
21-30 years	10	12.80
Total	78	100
IN-SERVICE TRAININGS/SEMINARS		
Local	39	50.00
Provincial	10	12.80
Regional	13	16.70
National	13	16.70
International	3	3.80
<hr/>		
Total	78	100
<hr/>		

Regarding educational attainment, 50 or 64.10 percent were college graduates compared to ten or 12.80 percent, nine or 11.50 percent and seven or 9.00 percent high school graduates, vocational or technical graduates and college level attainment, respectively. One respondent earned graduate unit while another one graduated a master's degree. There were significantly more college graduate respondents compared to respondents earning the other education levels.

In terms of office of assignment, 35 or 44.90 percent were employees in the Mayor's Office, nine or 11.50 percent were employees in the Office of the Rural Health Physician, eight or 10.30 percent were in Municipal Treasurer's Office, seven or 9.00 percent were in Municipal Agriculturist's Office, six or 7.70 percent were employees in the Sangguniang Bayan. There were three or less respondents each in the



other municipal offices. There were significantly more employees in the Mayor's Office compared to the number of respondents from the other municipal offices.

The majority of respondents belonged to the 11 to 20 years length of service employment with 46 or 59.00 percent followed by those who belonged to the one year to not more than ten years length of service with 22 or 28.20 percent and ten or 12.80 percent of the respondents belonged to the 21 to 30 years length of service. Again those who had 11 to 20 years stay in the government service were significantly more than those who belonged to the other length of service categories.

In terms of types of in-service trainings/seminars attended, 39 or 50.00 percent of the respondents attended local trainings and seminars. Thirteen or 16.70 percent each attended either regional or national trainings while ten or 12.80 percent attended trainings and seminars on the provincial level. Only three or 3.80 percent attended international trainings/seminars.

According to Padilla (1998), in the government, many staff members of the local public service are being left behind professionally, because they have not been given the opportunity to upgrade their qualifications or increase their job knowledge through training and staff development.



Level of Quality of Interpersonal Relationship Among  
Municipal Government Employees in the Different  
Offices of the Municipality of Manaoag

The level of quality of interpersonal relationship among municipal government employees in the Municipality of Manaoag, Pangasinan as perceived by the respondents are shown in Table 3.

All the 21 specified indicators were given mean qualitative ratings of Satisfactory with mean numerical ratings ranging from 2.97 for “ Cooperation and coordination “ and “ Using motivational techniques towards development “ to 3.32, 3.33 and 3.34 for “ Employee-clientele relationship”, “ Employee-supervisor relationship “ and “ Relationship with co-employees “, respectively, The overall mean rating for level of quality of interpersonal relationship was 3.09 or Satisfactory.

This result is supported by Peters (1963) who stressed that, the main focus of any group has its roots in human relationships. There are circumstances that inevitably demand a consideration of involvement. One’s personal awareness, personal commitment to human values and beliefs are necessary in working and sharing with others.

In addition, as a responsible supervisor, you strive for harmonious relationships with your employees and with the others whom you associate. In addition, according to Bittel (1990), supervisor strengthens



Table 3. Level of Quality of Interpersonal Relationship Among Municipal Government Employees in the Different Offices of the Municipality of Manaoag

ITEMS ON INTERPERSONAL RELATIONSHIP	WEIGHTED MEAN	DESCRIPTIVE EQUIVALENT
1. Relationship with co-employees	3.40	Satisfactory
2. Employee-supervisor relationship	3.33	Satisfactory
3. Employee-clientele relationship	3.32	Satisfactory
4. Attitude of employee toward his or her work	3.22	Satisfactory
5. Self-discipline and control	3.22	Satisfactory
6. Manners and conduct of employees	3.00	Satisfactory
7. Cooperation and coordination	2.97	Satisfactory
8. Work values of employees	3.00	Satisfactory
9. Respect for authority and co-employee	3.17	Satisfactory
10. Social behavior among employees	3.05	Satisfactory
11. Fair and just treatment of employees	3.01	Satisfactory
12. Understanding of one's personal values and beliefs	3.06	Satisfactory
13. Having good communication skills	3.01	Satisfactory
14. Using motivational technique toward development	2.97	Satisfactory
15. Implementing effective management skills	2.99	Satisfactory
16. Willingness of the employee in achieving agency's goals and objectives	3.05	Satisfactory
17. Ethically and morally responsible	3.03	Satisfactory
18. Persuasive, tact, and diplomacy	3.05	Satisfactory
19. Human relations competencies of employee	3.01	Satisfactory
20. Aid the employee in time of need	3.00	Satisfactory
21. Acceptable grooming	3.04	Satisfactory
Average Weighted Mean	3.09	Satisfactory





their contribution to the management process by developing their technical, administrative, and human relation skills – a knowledge of human behavior and an ability to work effectively with individuals and groups, peers, and superiors as well as subordinates.

Corrigan (1999) further stressed that, in every single management task in local government is the main resource in carrying out that task is the staff. In some parts of local government, there may be some important and expensive machines and everywhere, there are offices and buildings with information technology equipment, but without the staff nothing at all can be achieved. So, the development of strategy depends upon manager's ability to motivate and develop their staff.

#### Level of Job Satisfaction of Municipal Government Employees in their Respective Offices

Table 4 presents the level of job satisfaction of municipal government employees in their respective offices. Specifically, the item that led the group of variables on job satisfaction as shown by the weighted mean is "Interaction and relationship with clientele, 3.15. This is followed closely by "Competence of department head/supervisor in making decisions", 3.13; "Administrative support for service to clientele"



Table 4. Level of Job Satisfaction of Municipal Government Employees in their Respective Offices

ITEMS ON JOB SATISFACTION	WEIGHTED MEAN	DESCRIPTIVE EQUIVALENT
1. Prestige and authority of the job	3.06	Moderately Satisfied
2. Chance to make employee's own ability	2.92	Moderately Satisfied
3. Chances in attending trainings and seminars	2.72	Moderately Satisfied
4. Opportunities for professional advancement	2.64	Moderately Satisfied
5. Opportunities for promotion	2.60	Moderately Satisfied
6. Giving recognition and rewards for a job well done	2.55	Moderately Satisfied
7. Safety and security of workplace	2.96	Moderately Satisfied
8. Participation of subordinates in making decisions	2.90	Moderately Satisfied
9. Competence of department head/supervisor in making decisions	3.13	Moderately Satisfied
10. Fairness in carrying out office policies and regulations	3.01	Moderately Satisfied
11. Quality leadership and management skills	3.04	Moderately Satisfied
12. Administrative support of employees	2.97	Moderately Satisfied
13. Administrative support for service to clientele	3.08	Moderately Satisfied
14. Interaction and relationship among employees	3.08	Moderately Satisfied
15. Interaction and relationship with clientele	3.15	Moderately Satisfied
16. Fair and timely payment of salaries	2.78	Moderately Satisfied
17. Granting of welfare benefits	2.60	Moderately Satisfied
18. Healthy and comfortable working environment	2.90	Moderately Satisfied
19. Mobility in the workplace	2.74	Moderately Satisfied
20. Provision of materials needed to carry the job	2.64	Moderately Satisfied
Average Weighted Mean	2.87	Moderately Satisfied



and “Interaction and relationship among employees”, 3.08 each; and the least is “Giving recognition and rewards for a job well done”, 2.55.

In general, all the 20 items considered are rated as “Moderately Satisfied”. This is corroborated by the average weighted mean of 2.87. The result implies that the level of job satisfaction of municipal government employees in Manaoag, Pangasinan is moderately satisfied. This further implies that there is a need to heighten the level of job satisfaction among the employees in this municipality.

Bittel (1990) said that, monitoring job satisfaction is both important to the supervisor and the Human Resource Department. The effects of many human resource strategies are examined with respect to their impact on job satisfaction.

Robbins (2003) said that, the evidence indicated that the most important factors conducive to job satisfaction are mentally challenging work, equitable rewards, supportive working conditions, and supportive colleagues. Because for most employees, they get more out of work than merely money or tangible achievements; their work also fills the need for social interaction. Therefore, having friendly and supportive co-workers may lead to increased job satisfaction.



Degree of Seriousness of Problems Encountered  
by Municipal Government Employees Relative  
to Interpersonal Relationship

Table 5 presents the degree of seriousness of problems encountered by municipal government employees relative to interpersonal relationship.

There are 15 items identified as problems relative to interpersonal relationship. There are 4 items rated as “Moderately Serious” while the rest are “Slightly Serious”. Those rated as “Moderately Serious” is led by “Gossiping”, 2.68, followed by “Practicing graft and corruption”, 2.55; “Unequal distribution of workload”, “Lack of cooperation and coordination” with 2.54 each.

In general, the rating of the problems is 2.37, which means “Slightly Serious”. This result implies that the problems encountered are slightly serious. This further implies that the serious problems are still to be identified.

According to the article written by Burt Goldman, when the needs are unfulfilled, the relationship changes and problem arises. When two people have weak needs and each fills the other’s needs, there is a mild relationship. When either person has a strong need or those needs are not being filled, there is a poor relationship and when either weak needs have and those needs are being filled, there is a mild relationship, but one



leaning more to the negative side than the positive.

<http://www.selfgrowth.com>.

Table 5. Degree of Seriousness of Problems Encountered by Municipal Government Employees Relative to Interpersonal Relationship

PROBLEMS ENCOUNTERED RELATIVE TO INTERPERSONAL RELATIONSHIP	WEIGHTED MEAN	DESCRIPTIVE EQUIVALENT
1. Differences of family culture and practices	2.21	Slightly Serious
2. Weak internalization of personal values	2.35	Slightly Serious
3. Unequal distribution of workload	2.54	Moderately Serious
4. Negative attitude toward assigned additional work	2.45	Slightly Serious
5. Unsupportive department head/supervisor	2.38	Slightly Serious
6. Scolding the subordinates/staff in public places	2.19	Slightly Serious
7. Irregularity of holding important municipal activities	2.28	Slightly Serious
8. Unfair and unjust treatment of employees	2.38	Slightly Serious
9. Practicing graft and corruption	2.55	Moderately Serious
10. Being dishonest in dealing with co-employee	2.45	Slightly Serious
11. Lack of cooperation and coordination	2.54	Moderately Serious
12. Lack of understanding and communication	2.45	Slightly Serious
13. Threatening and harassing	1.91	Slightly Serious
14. Quarrelling or bickering	2.18	Slightly Serious
15. Gossiping	2.68	Moderately Serious
Average Weighted Mean	2.37	Slightly Serious



Degree of Seriousness of Problems Encountered  
by Municipal Government Employees  
Relative to Job Satisfaction

Table 6 presents the degree of seriousness of problems encountered by municipal government employees relative to job satisfaction.

As shown in the table, there are 15 items considered for rating. Results show that there are 11 items rated as “Moderately Serious”. This is led by “Political back-up and intervention”, 3.18. This is followed by “Lack of opportunities for promotion”, 2.97; “Basing promotion on whom one knows and not what the employee knows”, 2.86; “Assigning employee to a certain office not fitted to his/her qualifications”, 2.78; and the least “Untimely payment of salaries”, 2.14.

In general, the average weighted mean is 2.62, which means the items considered are “Moderately Serious”. The result implies that the problems encountered by the municipal government employees relative to job satisfaction, is moderately serious. It implies further that there is still a need to discover those problems that are serious to very serious so that issues may be addressed.

From the website <http://www.upperbay.org/employee.htm> indicated that, there are some employees who experience low job satisfaction because their jobs are defined too narrowly.



Table 6. Degree of Seriousness of Problems Encountered by Municipal Government Employees Relative to Job Satisfaction

PROBLEMS ENCOUNTERED RELATIVE TO JOB SATISFACTION	WEIGHTED MEAN	DESCRIPTIVE EQUIVALENT
1. Assigning employee to a certain office not fitted to his/her qualifications	2.78	Moderately Serious
2. Political back-up and intervention	3.18	Slightly Serious
3. Lack of opportunities for promotion	2.97	Moderately Serious
4. Basing promotion on whom one knows and not what the employee knows	2.86	Moderately Serious
5. Untimely payment of salaries	2.14	Slightly Serious
6. Delayed in the released of welfare benefits	2.74	Moderately Serious
7. Lack of funds to be used in attending trainings/seminars toward professional growth	2.76	Moderately Serious
8. Lack of incentives/awards given to deserving employee	2.65	Moderately Serious
9. Unhealthy and uncomfortable working environment	2.18	Slightly Serious
10. Presence of some insecure employee	2.41	Slightly Serious
11. Unclear and unprofessional explanation and instruction of subordinate' task	2.32	Slightly Serious
12. Practicing favoritism and partiality in favor of the influential and the rich	2.56	Moderately Serious
13. Lack of initiative and inconsistency in decision-making	2.54	Moderately Serious
14. Having little participation in policy-making activities	2.54	Moderately Serious
15. Limited resources needed in carrying the job	2.65	Moderately Serious
Average Weighted Mean	2.62	Moderately Serious



Difference of Means of Perceptions of Respondents on  
Interpersonal Relationship, Job Satisfaction, Problems  
Encountered Relative to Interpersonal  
Relationship and Job Satisfaction

Level of Quality of Interpersonal Relationship

Table 7 presents difference of means of perceptions of respondents on interpersonal relationship, job satisfaction, problems encountered relative to interpersonal relationship and job satisfaction. As shown in the table, of the 21 items considered to find the difference of perceptions of respondents, there are only two items where the respondents showed significant difference in their perceptions. This is their difference of perceptions in terms of length of service. Thus, the first hypothesis that “There is significant difference on the level of quality of interpersonal relationship among the municipal government employees in the different offices of Municipality of Manaoag” is accepted in terms of length of service on 2 items only. It is rejected in terms of gender, civil status, educational attainment, office assignment, and in-service trainings/seminars.





Table 7. Difference of Means of Perceptions of Respondents on Interpersonal Relationship, Job Satisfaction, Problems Encountered Relative to Interpersonal Relationship and Job Satisfaction

A. ITEMS ON INTERPERSONAL RELATIONSHIP	F-TEST	PROBABILITY
4. Attitude of employee toward his or her work	5.190 (length of service)	0.008 (length of service)
12. Understanding of one's personal values and beliefs	3.668 (length of service)	0.030 (length of service)
<b>B. ITEMS ON JOB SATISFACTION</b>	<b>PROBABILITY</b>	<b>PROBABILITY</b>
8. Participation of subordinates in making decisions	3.269 (In-service training)	0.016 (In-service training)
9. Competence of department head/supervisor in making decisions	3.061 (In-service training)	0.022 (In-service training)
10. Fairness in carrying out office policies and regulations	4.437 (length of service); 5.640 (In-service training)	0.015 (length of service); 0.001 (In-service training)
11. Quality leadership and management skills	3.640 (length of service); 4.985 (In-service training)	0.031 (length of service); 0.001 (In-service training)
12. Administrative support of employees	8.313 (Gender)	0.005 (Gender)
15. Interaction and relationship with clientele	2.603 (educational attainment)	0.032 (educational attainment)
18. Healthy and comfortable working environment	2.4216 (office assignment)	0.016 (office assignment)
20. Provision of materials needed to carry the job	3.539 (length of service); 3.046 (In-service training)	0.034 (length of service); 0.022 (In-service training)
<b>C. PROBLEMS RELATIVE TO INTERPERSONAL RELATIONSHIPS</b>	<b>PROBABILITY</b>	<b>PROBABILITY</b>
4. Negative attitude toward assigned additional work	3.237 (length of service)	0.045 (length of service)



Table 7 continued ...

6. Scolding the subordinates/staff in public places	2.615 (office assignment); 2.771 (In-service training)	0.10 (office assignment); 0.33 (In-service training)
9. Practicing graft and corruption	2.717 (office assignment)	0.007 (office assignment)
10. Being dishonest in dealing with co-employee	2.129 (office assignment)	0.034 (office assignment)
11. Lack of cooperation and coordination	2.267 (office assignment)	0.024 (office assignment)
13. Threatening and harassing	2.273(age); 4.042 (In-service training)	0.046(age); 0.005 (In-service training)
15. Gossiping	2.973 (office assignment)	0.004 (office assignment)
<b>D. PROBLEMS RELATIVE TO JOB SATISFACTION</b>	<b>PROBABILITY</b>	<b>PROBABILITY</b>
1. Assigning employee to a certain office not fitted to his/her qualifications	3.496 (length of service)	0.035 (length of service)
2. Political back-up and intervention	4.125 (office assignment); 3.822 (length of service)	0.000 (office assignment); 0.026 (length of service)
3. Lack of opportunities for promotion	2.928 (office assignment); 5.565 (length of service)	0.004 (office assignment); 0.006 (length of service)
4. Basing promotion on whom one knows and not what the employee knows	3.798 (office assignment);	0.000 (office assignment);
5. Untimely payment of salaries	2.394 (age); 1.992 (office assignment)	0.037(age); 0.048 (office assignment)
7. Lack of funds to be used in attending trainings/seminars toward professional growth	3.270 (civil status); 2.049 (office assignment)	0.043 (civil status); 0.041 (office assignment)
8. Lack of incentives/awards given to deserving employee	3.108 (office assignment)	0.003 (office assignment)
14. Having little participation in policy-making activities	2.454 (office assignment)	0.015 (office assignment)



### Level of Job Satisfaction

There are 20 items considered to test the significant difference. There are 8 items on job satisfaction where significant difference is observed. Thus, the hypothesis that “There is significant difference on the level of job satisfaction among the municipal government employees in the different offices of Municipality of Manaoag” is accepted in terms of gender, office assignment, length of service, in-service trainings and educational attainment on 8 items. It is rejected in terms of civil status and age.

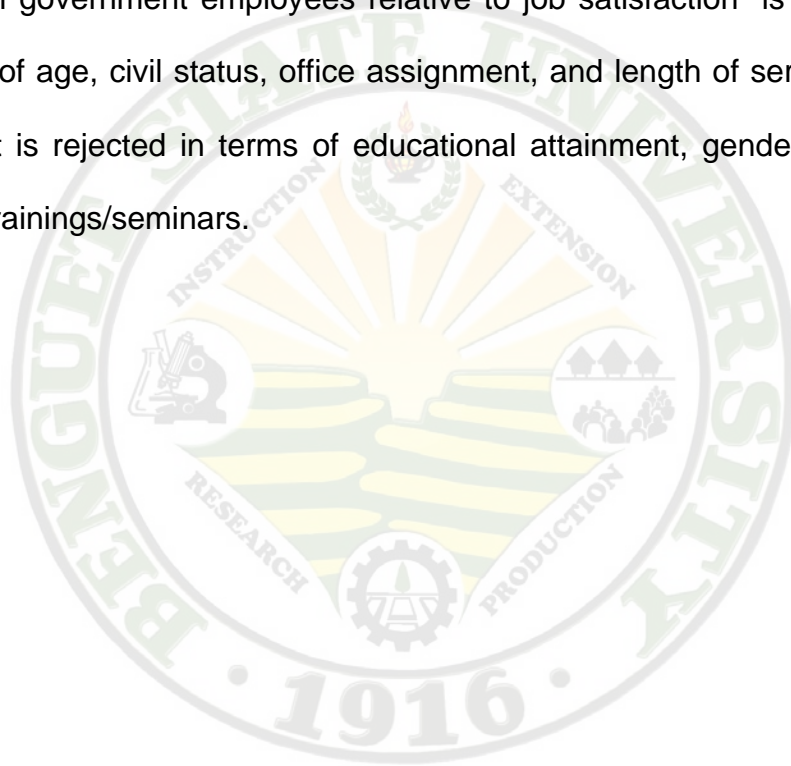
### Problems Encountered Relative to Interpersonal Relationship

There are 15 items considered to test the significant difference on this part of the study. There are 7 items on the problems where significant difference is observed. Thus, the hypothesis that “There is significant difference on the degree of seriousness of problems encountered by Municipal government employees relative to interpersonal relationship” is accepted in terms of age, office assignment, length of service, and in-service trainings on 7 items. It is rejected in terms of civil status, and educational attainment.



### Problems Encountered Relative to Job Satisfaction

There are 15 items considered to test the significant difference on this part of the study. There are 8 items on the problems where significant difference is observed. Thus, the hypothesis that “There is significant difference on the degree of seriousness of problems encountered by municipal government employees relative to job satisfaction” is accepted in terms of age, civil status, office assignment, and length of service on 8 items. It is rejected in terms of educational attainment, gender, and in-service trainings/seminars.



## **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### Summary

This study was conducted to find out the interpersonal relationship and job satisfaction of municipal government employees in the Municipality of Manaoag, Pangasinan for the calendar year 2006.

Specifically, it found out the respondents' socio-demographic profile in terms of gender, civil status, age, educational attainment, length of service, office of assignment, present position and in-service trainings/seminars they attended; the level of quality of interpersonal relationship among the municipal government employees in the different offices of the Municipality of Manaoag; the level of job satisfaction of the municipal government employees in their respective offices; and the degree of seriousness of the problems encountered by the municipal government employees relative to interpersonal relationship and job satisfaction and to find out the difference in the level of quality of interpersonal relationship, level of job satisfaction, degree of seriousness of the problems encountered relative to interpersonal relationship and job satisfaction when respondents are compared according to the specified profile variables.



The study was conducted in the Municipality of Manaoag, a four-century old municipality of the province of Pangasinan and strategically located at the central part of the said province. This study was conducted for calendar year 2006. The respondents of the study consisted of 78 municipal government employees of Manaoag who come from the different offices in the said municipality. The primary data-gathering tool is the set of questionnaire. The statistical tools used are frequency, percentage and weighted means.

The salient findings of the study are the following:

1. There were significant differences in the distribution of respondents to that of a uniform distribution when they were classified according to the specified profile variables of gender, civil status, age, educational attainment, office of assignment and length of service.

The types of in-service trainings/seminars accessible to municipal government employees are local, provincial, regional and national trainings and seminars. Very few are able to attend international trainings/seminars.

2. The level of quality of interpersonal relationship of the respondents is “Satisfactory” as indicated by an overall weighted mean of 3.09. The hypothesis that, “There is significant difference on the level of quality of interpersonal relationship among the municipal government



employees in the different offices of the Municipality of Manaoag” is accepted when respondents are categorized in terms of length of service on two items only. It is rejected when respondents are categorized in terms of gender, civil status, educational attainment, office assignment, and in-service trainings/seminars.

3. The level of job satisfaction of the respondents in their respective offices is “Moderately Satisfied” with an overall weighted mean of 2.87. The hypothesis that, “There is significant difference on the level of job satisfaction among the municipal government employees in the different offices of the Municipality of Manaoag” is accepted when respondents are categorized in terms of gender, office assignment, length of service, in-service trainings and educational attainment on 8 items. It is rejected when respondents are categorized in terms of civil status and age.

4. The degree of seriousness of the problems encountered by the respondents relative to interpersonal relationship is “Slightly Serious” with an overall weighted mean of 2.37. The hypothesis that, “There is significant difference on the degree of seriousness of problems encountered by municipal government employees relative to interpersonal relationship” is accepted when respondents are categorized in terms of age, office assignment, length of service, and in-service trainings on 7



items. It is rejected when respondents are categorized in terms of civil status, and educational attainment.

5. The degree of seriousness of the problems encountered by the respondents relative to job satisfaction is “Moderately Serious” with an overall weighted mean of 2.62. The hypothesis that “There is significant difference on the degree of seriousness of problems encountered by municipal government employees relative to job satisfaction” is accepted when respondents are categorized in terms of age, civil status, office assignment, and length of service on 8 items. It is rejected when respondents are categorized in terms of educational attainment, gender, and in-service trainings/seminars.

### Conclusions

In the light of the findings of the study, the following conclusions were drawn:

1. There are more females than the males municipal government employees in the setting of this study. There are more married and the rest are either single or widow/widower and who come from middle age group. The majority of the respondents have finished college degree. In addition, the highest number of respondents comes from the Office of the Mayor. Further, the majority of the respondents have rendered substantial





amount of service. Local, provincial, regional and national trainings and seminars are accessible to municipal government employees while international trainings and seminars are accessible to only a few.

2. The level of quality of international relationship among municipal government employees in the different offices of the Municipality of Manaoag is satisfactory. The respondents differ on the level of quality of interpersonal relationship on 2 items when respondents are categorized in terms of length of service.

3. The level of job satisfaction of municipal government employees in their respective offices is moderately satisfied. The respondents differ on the level of job satisfaction on 8 items when respondents are categorized in terms of gender, office of assignment, length of service, in-service trainings/seminars and educational attainment.

4. The degree of seriousness of the problems encountered by municipal government employees relative to interpersonal relationship is slightly serious. The respondents differ on the degree of seriousness of the problems encountered relative to interpersonal relationship on 7 items when respondents are categorized in terms of age, office of assignment, length of service and in-service trainings/seminars.

5. The degree of seriousness of the problems encountered by municipal government employees relative to job satisfaction is moderately



serious. The respondents differ on the degree of seriousness of the problems encountered relative to job satisfaction on 8 items when respondents are categorized in terms of age, civil status, office of assignment and length of service.

6. a. The respondents differ on the level of quality of interpersonal relationship on two items in terms of length of service.

b. The respondents differ on the level of job satisfaction on 8 items in terms of gender, office of assignment, length of service, in-service trainings/seminars and educational attainment.

c. The respondents differ on the degree of seriousness of the problems encountered relative to interpersonal relationship in terms of age, office of assignment, length of service and in-service trainings/seminars.

d. The respondents differ on the degree of seriousness of the problems encountered relative to job satisfaction in terms of age, civil status, office of assignment and length of service.

### Recommendations

Based on the findings and conclusions, the following are recommended:



1. There is a need to increase the level of quality of interpersonal relationship among municipal government employees in the different offices of the Municipality of Manaoag from “Satisfactory” to “Excellent” towards smooth working relationship.

2. There is a need to increase the level of job satisfaction of municipal government employees in their respective offices from “Moderately Satisfied” to “Very Highly Satisfied” towards high level of performance.

3. There is a need to seriously consider the “Slightly Serious” problems encountered by municipal government employees relative to interpersonal relationship.

4. There is also a need to seriously address the “Moderately Serious” problems encountered by municipal government employees relative to job satisfaction.

5. A similar study to include other variables is recommended.



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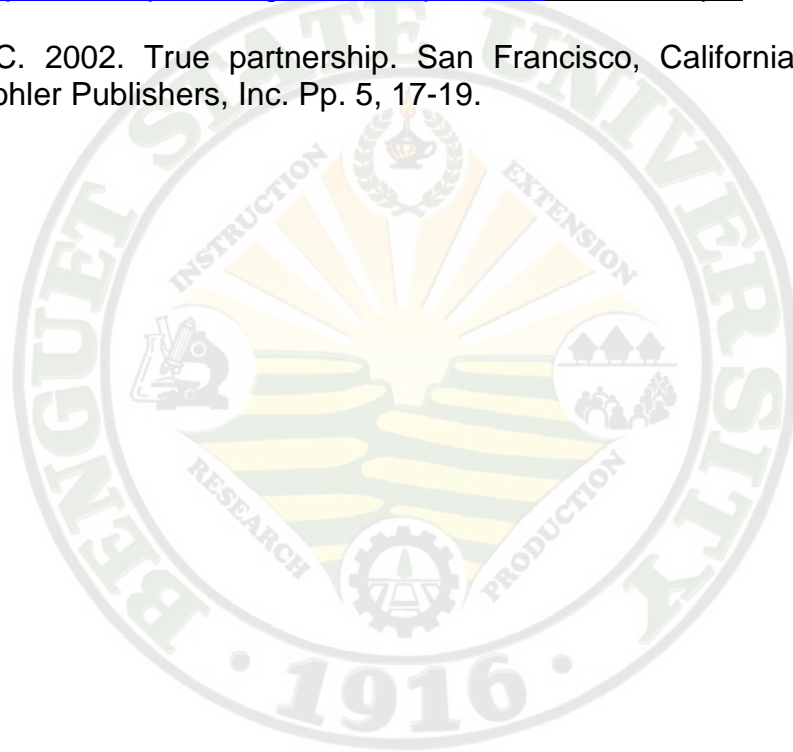
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## APPENDIX A

### Permission to Administer Questionnaire

Republic of the Philippines  
BENGUET STATE UNIVERSITY  
GRADUATE SCHOOL  
La Trinidad, Benguet

HON. NAPOLEON D. SALES  
Municipal Mayor  
Manaoag, Pangasinan

SIR:

I would like to ask permission to distribute sets of questionnaire to the municipal government employees who are permanently employed in the Municipality of Manaoag.

The questionnaire is in connection with the development of my master's thesis entitled "**Interpersonal Relationship and Job Satisfaction of Municipal Government Employees in the Municipality of Manaoag**" for C.Y. 2006. This research is a partial fulfillment of the requirements for the degree **Master in Public Administration** at Benguet State University, La Trinidad, Benguet, where I am presently enrolled.

Your kind consideration and favorable approval on this matter are highly appreciated.

Thank you very much and more power.

Very truly yours,

(Sgd) LYNIE F. ABAR  
Researcher

Noted by:

(Sgd) DR. FELIPE S. COMILA  
Adviser

Approved:

(Sgd) HON. NAPOLEON D. SALES  
Municipal Mayor



## APPENDIX B

## Letter to the Respondents

Republic of the Philippines  
 BENGUET STATE UNIVERSITY  
 GRADUATE SCHOOL  
 La Trinidad, Benguet

Dear Co-employees,

I am conducting a study entitled, **“INTERPERSONAL RELATIONSHIP AND JOB SATISFACTION OF MUNICIPAL GOVERNMENT EMPLOYEES IN THE MUNICIPALITY OF MANAOAG”**, as a partial fulfillment of the requirements for the degree **MASTER IN PUBLIC ADMINISTRATION** at the Benguet State University, La Trinidad, Benguet.

Attached herewith is a questionnaire-checklist which I request of you to accomplish in the best possible way you can. Results of this study will surely redound to the quality of interpersonal relationship and improved job satisfaction of the municipal government employees in the Municipality. Rest assured your responses will be treated with utmost confidentiality. Your cooperation and support in the accomplishment of this questionnaire-checklist is highly appreciated.

Thank you so much for your splendid cooperation. God bless and more power.

Very truly yours,

(Sgd) LYNIE F. ABAR  
 Researcher

Noted by:

(Sgd) DR. FELIPE S. COMILA  
 Adviser

Approved:

(Sgd) HON. NAPOLEON D. SALES  
 Municipal Mayor



## APPENDIX C

## Questionnaire

## I. Socio-demographic Profile of the Respondents

## A. Sex:

Male                       Female

## B. Civil Status:

Single                       Married                       Widow/Widower

## C. Age:

21-25 years                       46-50 years  
 26-30 years                       51-55 years  
 31-35 years                       56-60 years  
 36-40 years                       61 years and above  
 41-45 years

## D. Highest Educational Attainment: \_\_\_\_\_

## E. Present Position: \_\_\_\_\_

## F. Office of Assignment:

Office of the Municipal Mayor  
 Office of the Sangguniang Bayan  
 Office of the Municipal Engineer  
 Office of the Municipal Assessor  
 Office of the Municipal Budget Officer  
 Office of the Mun. Planning and Development Coordinator  
 Office of the Municipal Treasurer  
 Office of the Municipal Accountant  
 Office of the Mun.I Social Welfare & Development Officer  
 Office of the Municipal Agriculturist  
 Office of the Rural Health Physician

## G. Length of Service:

1-10 years                       11-20 years                       21-30 years

## H. In-Service Trainings/Seminars:



Local                       Regional                       Provincial  
 National                       International

II. Please check the level of quality of interpersonal relationships among the municipal government employees in the different offices of municipality of Manaoag. The following are the scales to be used:

- 5 - Excellent
- 4 - Very Satisfactory
- 3 - Satisfactory
- 2 - Fair
- 1 - Poor

	Level of Quality of Interpersonal Relationship				
	5	4	3	2	1
1. relationship with co-employee	_____	_____	_____	_____	_____
2. employee – supervisor relationship	_____	_____	_____	_____	_____
3. employee – clientele relationship	_____	_____	_____	_____	_____
4. attitude of employee toward his or her work	_____	_____	_____	_____	_____
5. self-discipline and control	_____	_____	_____	_____	_____
6. manners and conduct of employees	_____	_____	_____	_____	_____
7. cooperation and coordination	_____	_____	_____	_____	_____
8. work values of employees	_____	_____	_____	_____	_____
9. respect for authority and co-employee	_____	_____	_____	_____	_____
10. social behavior among employees	_____	_____	_____	_____	_____
11. fair and just treatment of employees	_____	_____	_____	_____	_____
12. understanding of one’s personal values and beliefs	_____	_____	_____	_____	_____



- 13. having good communication skills \_\_\_\_\_
- 14. using motivational technique toward development \_\_\_\_\_
- 15. implementing effective management skills \_\_\_\_\_
- 16. willingness of the employee in achieving agency's goals and objectives \_\_\_\_\_
- 17. ethically and morally responsible \_\_\_\_\_
- 18. persuasiveness, tact, and diplomacy \_\_\_\_\_
- 19. human relations competencies of employee \_\_\_\_\_
- 20. aid the employee in time of need \_\_\_\_\_
- 21. acceptable grooming \_\_\_\_\_
- 22. other, pls. specify \_\_\_\_\_

III. Please check the level of job satisfaction of municipal government employees in their respective offices by using the following scales:

- 5 - Very Highly Satisfied
- 4 - Highly Satisfied
- 3 - Moderately Satisfied
- 2 - Slightly Satisfied
- 1 - Not Satisfied

- |  | Level of Job Satisfaction |       |       |       |       |
|--|---------------------------|-------|-------|-------|-------|
|  | 5                         | 4     | 3     | 2     | 1     |
| 1. prestige and authority of the job           | _____                     | _____ | _____ | _____ | _____ |
| 2. chance to make employee's own ability       | _____                     | _____ | _____ | _____ | _____ |
| 3. chances in attending trainings and seminars | _____                     | _____ | _____ | _____ | _____ |
| 4. opportunities for professional advancement  | _____                     | _____ | _____ | _____ | _____ |
| 5. opportunities for promotion                 | _____                     | _____ | _____ | _____ | _____ |



- 6. giving recognition and rewards for a job well done \_\_\_\_\_
- 7. safety and security of workplace \_\_\_\_\_
- 8. participation of subordinates in making decisions \_\_\_\_\_
- 9. competence of department head / supervisor in making decisions \_\_\_\_\_
- 10. fairness in carrying out office policies and regulations \_\_\_\_\_
- 11. quality leadership and management skills \_\_\_\_\_
- 12. administrative support to employees \_\_\_\_\_
- 13. administrative support for service to clientele \_\_\_\_\_
- 14. interaction and relationships among employees \_\_\_\_\_
- 15. interaction and relationships with clientele \_\_\_\_\_
- 16. fair and timely payment of salaries \_\_\_\_\_
- 17. granting of welfare benefits \_\_\_\_\_
- 18. healthy and comfortable working environment \_\_\_\_\_
- 19. mobility in the workplace \_\_\_\_\_
- 20. provisions of materials needed to carry the job \_\_\_\_\_
- 21. others, pls. specify \_\_\_\_\_

IV. Please check the degree of seriousness of the problems encountered by municipal government employees relative to interpersonal relationship using the following scales:



- 5 - Very Serious
- 4 - Serious
- 3 - Moderately Serious
- 2 - Slightly Serious
- 1 - Not Serious

	Degree of Seriousness				
	5	4	3	2	1
1. differences of family culture and practices	_____	_____	_____	_____	_____
2. weak internalization of personal values	_____	_____	_____	_____	_____
3. unequal distribution of workload	_____	_____	_____	_____	_____
4. negative attitude toward assigned additional work	_____	_____	_____	_____	_____
5. unsupportive department head/supervisor	_____	_____	_____	_____	_____
6. scolding the subordinates/staff in public places	_____	_____	_____	_____	_____
7. irregularity of holding important municipal activities	_____	_____	_____	_____	_____
8. unfair and unjust treatment of employees	_____	_____	_____	_____	_____
9. practicing graft and corruption	_____	_____	_____	_____	_____
10. being dishonest in dealing with co-employee	_____	_____	_____	_____	_____
11. lack of cooperation and coordination	_____	_____	_____	_____	_____
12. lack of understanding and communication	_____	_____	_____	_____	_____
13. threatening and harassing	_____	_____	_____	_____	_____
14. quarrelling or bickering	_____	_____	_____	_____	_____
15. gossiping	_____	_____	_____	_____	_____
16. others, pls. specify _____	_____	_____	_____	_____	_____



V. Please check the degree of seriousness of the problems encountered by municipal government employees relative to job satisfaction using the following scales:

- 5 - Very Serious  
 4 - Serious  
 3 - Moderately Serious  
 2 - Slightly Serious  
 1 - Not Serious

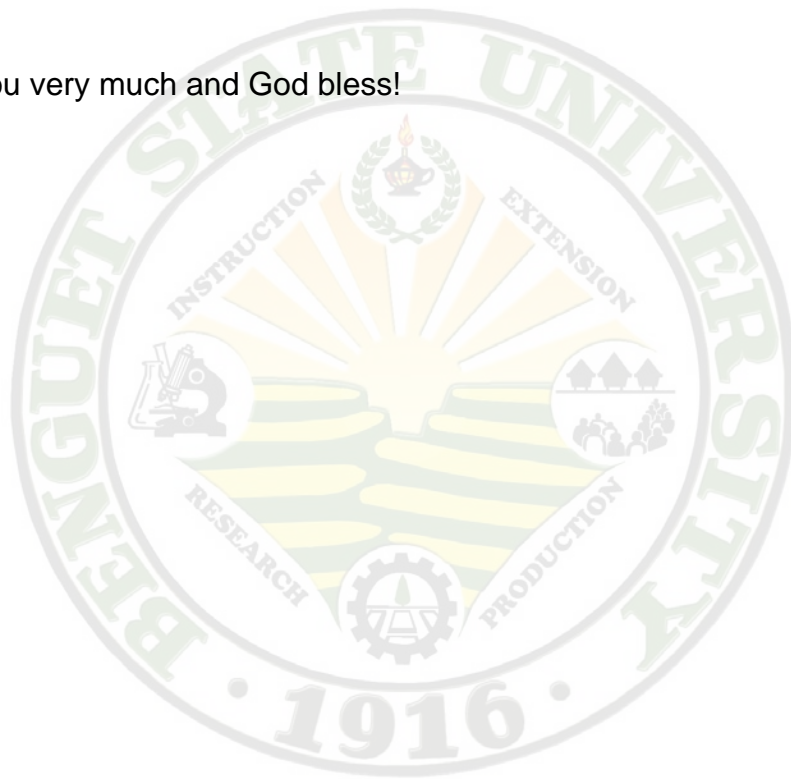
	Degree of Seriousness				
	5	4	3	2	1
1. assigning employee to a certain office not fitted to his/her qualifications	_____	_____	_____	_____	_____
2. political back-up and intervention	_____	_____	_____	_____	_____
3. lack of opportunities for promotion	_____	_____	_____	_____	_____
4. basing promotion on whom one knows and not on what the employee knows	_____	_____	_____	_____	_____
5. untimely payment of salaries	_____	_____	_____	_____	_____
6. delayed in the released of welfare benefits	_____	_____	_____	_____	_____
7. lack of funds to be used in attending trainings/ seminars toward professional growth	_____	_____	_____	_____	_____
8. lack of incentives/awards given to deserving employee	_____	_____	_____	_____	_____
9. unhealthy and uncomfortable working environment	_____	_____	_____	_____	_____
10. presence of some insecure employee	_____	_____	_____	_____	_____
11. unclear and unprofessional explanation and instruction of subordinate's tasks	_____	_____	_____	_____	_____
12. practicing favoritism and partiality in favor of the influential and the rich	_____	_____	_____	_____	_____





- 13. lack of initiative and inconsistency in decision-making \_\_\_\_\_
- 14. having little participation in policy-making activities \_\_\_\_\_
- 15. limited resources needed in carrying the job \_\_\_\_\_
- 16. others, pls. specify \_\_\_\_\_

Thank you very much and God bless!



## BIOGRAPHICAL SKETCH

LYNIE F. ABAR, the researcher was born at Poblacion, Manaoag, Pangasinan on July 22, 1979. She is the elder child of the two children of the late Mr. Ernesto R. Abar and Mrs. Liberty P. Ferrer, residents of Poblacion, Manaoag, Pangasinan.

She finished her elementary grades at Manaoag Central School and her secondary schooling at the Manaoag National High School. As a pupil, she was a consistent honor pupil in her elementary grades and was an active student during her high school days.

With the continued support of her late grandparents and in her desire to acquire higher level of education, she was inspired to work with the less fortunate in the society. She enrolled at Saint Louis University, Baguio City and took up Bachelor of Science in Social Work. Fortunately, she obtained the degree in March 2000. In the same year, she took the Board Examination for Social Workers on June 27 given by the Professional Regulation Commission and passed the said examination on July 1, 2000.

After passing the Board Examination, she applied in the different social welfare offices in the government sector and was hired as a Youth Development Worker at the City Social Welfare and Development Office,



Baguio City. Having the opportunity to land a better and permanent position in her hometown Manaoag, she resigned as a Youth Development Worker with recognition for her good performance at the said agency.

She took the permanent position as Social Welfare Officer I at the Office of the Municipal Social Welfare and Development, Manaoag, Pangasinan on August 1, 2001 up to present.

During her employment, she attended several job related trainings and seminars from local to national level.

Having the capability to finance her education in master's degree, she enrolled Master in Public Administration at Benguet State University, La Trinidad, Benguet in June 2002 and graduated in April 2007.

