

Work Commitment, Motivation, and Job Satisfaction among Traffic Enforcers in Ozamiz City

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ABSTRACT

Traffic enforcers play an essential role in society by managing and regulating traffic on the roads. They are responsible for enforcing traffic laws and regulations, directing traffic, and ensuring the safety of motorists and pedestrians. This study determined the level of work commitment, motivation, and job satisfaction among traffic enforcers in Ozamiz City. The respondents of the study include all thirty (30) traffic enforcers in Ozamiz City, Misamis Occidental, Philippines. An adapted survey questionnaire was the primary instrument utilized in gathering data for the study. Results revealed that the traffic enforcers in Ozamiz City were very committed, highly engaged, motivated, and satisfied with their current job. Age does not influence work commitment, but gender, civil status, and job satisfaction do. Similarly, a person's level of education has an impact on their level of job satisfaction. The researcher recommended that traffic enforcers be encouraged to maintain their efficacy in maintaining public road safety. Furthermore, traffic enforcers should be commended for their high level of dedication, motivation, and satisfaction with their work. A yearly event to recognize outstanding performance should be held, and they should be allowed to undergo training and seminars to enhance their knowledge and skills.

Keywords: commitment, level of work engagement, motivation, performance, satisfaction

INTRODUCTION

Law enforcement is a necessary part of everyday life for ensuring public safety and maintaining order (Jennings & Perez, 2020). As defined by the Bureau of Justice Statistics (2021), law enforcement refers to the agencies and employees who are in a position to enforce laws, preserve civil order, and manage national security. There are many different types of law enforcement worldwide (Bennett & Chan, 2018). In the Philippines, there are several law enforcement agencies, such as the Philippine National Police, the Bureau of Jail Management and Penology, the Bureau of Fire Protection, and auxiliary groups such as the Barangay Tanod, Traffic Management Groups, and the like (Montanio et al., 2019). These agencies are responsible for various tasks, such as protecting citizens, enforcing traffic laws, and providing security (Cortright et al., 2020).

Hon. Gatchalian (2017), the author of House Bill No. 5242, otherwise known as "An Act Establishing the National Traffic Enforcement and Management Center, Defining Its Powers, Functions, and Duties, and Appropriating Funds," stated that a well-educated traffic enforcer and the finest techniques in the enforcement of traffic regulations would ensure a safer road for the public, especially for drivers and pedestrians (Dacalanio, 2017). Traffic enforcers play a vital role in maintaining public order and safety on our roads. One of the most important functions of traffic enforcement is to discourage road users from committing offenses that result in accidents and injuries (Paje et al., 2022). Traffic enforcers' presence must have high visibility, as defined, to deal with the lawlessness of the breach on all serious offenses (Mohlala, 2017).

The traffic enforcer's job is physically, mentally, and emotionally exhausting (Omar et al., 2020). The researchers (Paje et al., 2022) discovered that the majority of the traffic enforcers encountered harassment, resistance, and threats from motorists. Some motorists are unapproachable, aggressive, and arrogant violators who still insist that they did not commit any traffic violations. Therefore, they must display admirable values to carry out their mandates effectively. Two of these characteristics are commitment and motivation. Furthermore, job satisfaction is one of the critical factors that have drawn the organization's attention and influenced employee performance (Thangaswamy & Thiagaraj, 2017). When employees are satisfied with their job, they tend to stay longer in the organization (Iqbal et al., 2017).

Work commitment is an attitude towards one's work. It relates to the employee's feelings toward the institution, the greater the employee's job satisfaction, the greater their dedication and commitment to the institution. Institutions must plan and build employee commitment to improving work effectiveness and efficiency. They also need to place a strong emphasis on the representatives' levels of attitudes toward their work. The findings of their research (Rajak & Pandey, 2017) revealed a crucial connection between a person's level of job commitment and the level of employment fulfillment they experience. According to the study's findings, there is a direct correlation between high levels of employee motivation and increased job satisfaction and dedication to the organization in which they work.

Motivation refers to the mechanisms that explain an individual's level of effort and persistence in a particular direction (Robbins & Judge, 2017). Similarly, highly motivated employees are intrinsically tied to high levels of employee engagement, to which organizations are paying close attention. Employers should focus on the employee experience, including workplace engagement and motivation, if they want to retain their employees. The benefits of highly motivated employees include increased employee engagement, higher productivity performance, and greater creativity and innovation (Schooley, 2022). The researchers (Nurun & Dip, 2017) found out that if employees are positively motivated, it drastically improves their effectiveness and efficiency in achieving organizational goals.

Another crucial feature in any organization is job satisfaction. It is described as "a pleasurable or positive emotional state resulting from the evaluation of one's job or job experiences" (Judge & Klinger, 2008), as cited by Basilio et al. (2017). Many factors influence job satisfaction, like employee compensation and benefits, working conditions, the nature of the work, workplace relationships, company policies, employee evaluation, and recognition. A study was done to investigate the job satisfaction of PNP Batangas City employees in the Philippines. The researchers (Basilio et al., 2017) discovered significant differences in the respondents' responses to job satisfaction when clustered as per demographic profiles for the category salaries and benefits. Also, there was a significant link in job satisfaction when grouped according to demographic profiles of civil status, tenure, and salary range for working conditions and work itself.

The preceding articles and studies demonstrated the significance of work commitment, motivation, and job satisfaction for any organization, particularly law enforcement. However, there were no published studies on traffic enforcers' commitment, motivation, and job satisfaction in Ozamiz City.

METHODS

This study employed quantitative research using a descriptive-correlational design. The descriptive research described the variables which will look at them as they are in nature. The researcher does not need to change the variables; instead, the sample or variable must be described. It is used to describe the existent phenomena under investigation in a systematic manner (Atmowardoyo, 2018). The correlational research design investigates the extent to which two or more variables are related by measuring them. It can reveal interacting factors and the type of interaction taking place, allowing the researcher to make predictions based on the link that has been uncovered (Seeram, 2019). The descriptive-correlational design was appropriate for this study, which determined the traffic enforcers' work commitment, motivation, and job

satisfaction in Ozamiz City.

The study was conducted in Ozamiz City. Ozamiz City is a third-class component city in the province of Misamis Occidental, Philippines. It is known as the historical, cultural, and pilgrimage destination of Mindanao for its agricultural resources and has become a center for commerce, health, transportation, and education. According to the 2020 census, it has a population of 140,334 people.

The study included the traffic enforcers in the city of Ozamiz. They were chosen through purposive sampling. Respondents are selected based on the following criteria: 1) traffic enforcers who are in Ozamiz City; 2) traffic enforcers who have at least 3 years of service; and 3) traffic enforcers who will give their full consent to serve as respondents to the study. Before the survey was conducted, the researchers ensured that all those criteria were met.

RESULTS AND DISCUSSIONS

Demographic Profile of the Respondents

The socio-demographic profile of the respondents includes age, sex, civil status, educational attainment, and length of service. Table 2 shows that there were 30 respondents, of which 18 (60%) were between the ages of 25-42 years old, followed by 10 (33.4%) from 43 to 58 years old, and 2 (6.6%) from ages 60–62 and 25 years old, respectively. It can be noted that respondents come from different age brackets, with Millennials (ages 25–42) followed by Generation X (ages 43–58) dominating the traffic enforcers of Ozamiz City. The result is similar to the study conducted by Banga (2018) in Tuguegarao City, Cagayan Valley. The researcher disclosed that most traffic enforcer respondents were also in the age bracket of 31–40, and the least number of respondents were in the age bracket of 51 and above.

As to gender, the result shows that there were more male traffic enforcers with 26 (86.7%) compared to female traffic enforcers with 4 (13.3%). The findings support previous studies claiming that there are more male traffic enforcers than women because jobs like this are male-dominated. Because of the adversities (like undisciplined drivers, passengers, pedestrians, and traffic violators) rain, and harsh conditions experienced by traffic enforcers in their everyday work, it may become physically tiring for women. The findings support the study of Ngo & Rivera (2022), which recorded 75% of male respondents compared to 25% of their female counterparts. Paje et al. (2022), in their study, also revealed that there are more men than women traffic enforcers. As to civil status, there are 22 (73.3%) married respondents, 7 (23.3%) single respondents, and 1 (3.3%) separated respondent. It is likely because Millennials and Generation X respondents dominating the age bracket are also marriageable ages. The result is similar to the findings of Paje et al. (2022) in their phenomenological study on the lived experiences of traffic enforcers in Ozamiz City. They also disclosed that there are more married traffic enforcers than singles in their study. The result also stressed that being a traffic enforcer may not be that risky compared to policing in the field because the respondents have time for their families.

In terms of educational attainment, 21 (70%) of the respondents are college graduates, while nine (30%) are high school graduates. These results mean that most of the traffic enforcers in Ozamiz City are at least high school to college graduates. The table also noted that there is no traffic enforcer with higher education. It can be noted that the basic qualification for a traffic enforcer, according to the Metropolitan Manila Development Authority, is at least two years of college education (Dela Cruz, 2019) however, the qualification may differ in different places. Thirty (100%) respondents have 3 to 5 years of length of service. This means that the majority of the traffic enforcers surveyed have been in the field of traffic enforcement for the past 3 to 5 years. It can be interpreted that while their ages vary, the respondents are new to the service. The findings are also similar to the study of Banga (2018), who claimed that the average years of experience of traffic enforcers in their study ranged from 1 to 5 years. It can also be deduced that most of

the traffic enforcers did not stay long in their jobs.

Table 2. Frequency and Percentage Distribution of Respondents Demographic Profile (n=30)

Profile	Frequency	Percentage
Age		
25-42	18	60
43-58	10	33.3
60-62	2	6.7
Sex		
Male	26	86.7
Female	4	13.3
Civil Status		
Single	7	23.3
Married	22	73.3
Separated/Annulled	1	3.3
Educational Attainment		
High School Graduate	9	30
College Graduate	21	70
Length of Service		
3 years to 5 years	30	100

Level of work commitment among the traffic enforcers

Employees with high work commitment have a strong desire to be part of the organization (Gani et al., 2019) and are willing to provide the best for the organization’s interests. According to Sahabuddin et al. (2019), people with high work commitment also strive to meet the needs of the organization. (2021). Table 3. reveals the respondents’ level of work commitment as traffic enforcers. It discusses how respondents are engaged in carrying out their commitment to their responsibilities and functions.

Table 3. Level of Work Commitment among the Traffic Enforcers

Variables	Mean	SD	Interpretation
Work Commitment	4.89	0.30	Very Highly Committed

Note: Satisfaction Scale: 4.20-5.0 (Very Highly Committed); 3.40-4.19(Highly Committed); 2.60-3.39(Moderately Committed); 1.80-2.2.59 (Less Committed); 1.0-1.79 (Not Committed)

Based on the overall result, the respondents have very high engagement, with a general weighted mean of 4.89. Specifically, the traffic officer respondents are proud to be part of the organization. They are also very well engaged in carrying out the vision, mission, and objectives of the organization and are willing to obey orders in the exigency of service. These findings suggest that Ozamiz City traffic enforcers are proud of their job and willing to extend their official time. It is likely because they are well aware of the crucial role,

they play in keeping orderly traffic in the city as a result of their orientation and training.

The traffic enforcers’ pride in being part of the team resulted in their commitment to their work and to do what is best for the job. It is supported by the findings of Rajak & Pandey (2017), who revealed the connection between a person’s level of job commitment and the level of employment fulfillment they experience. According to the study’s findings, there is a direct correlation between high levels of employee motivation and increased job satisfaction and dedication to the organization in which they work. Furthermore, Humola et al. (2021) established that committed staff positively affect service quality, making clients satisfied. This setting highlights the necessity of harnessing employee commitment for organizational success. As explained by the Montana Team (2022), true commitment displays work interest and passion. Committed workers demonstrate energetic performance and positive actions beneficial in enhancing a favorable working culture. The team ended by commenting that a high level of commitment improves output, resulting in productivity and a reduced number of people leaving work.

The data also showed that some respondents had other job choices before joining the organization, with a weighted mean of 4.77. Although the interpretation is still very highly engaged, it can be interpreted that some respondents are thinking of having different options before setting up the team.

Level of motivation among the traffic enforcers

Highly motivated employees are innately tied to high levels of engagement, which is essential to the organization’s success. Employers should focus on the employee experience, including workplace engagement and motivation to attain the goals of the organization. Table 4 reveals the respondents’ level of job motivation as traffic enforcers. It discusses how respondents are motivated and engaged in carrying out their responsibilities and functions.

Table 4. Level of Motivation among the Traffic Enforcers

Variables	Mean	SD	Interpretation
Motivation	4.87	0.31	Very Highly Motivated

Note: Satisfaction Scale: 4.20-5.0 (Very Highly Motivated); 3.40-4.19(Highly Motivated); 2.60-3.39(Moderately Motivated); 1.80-2.2.59 (Less Motivated); 1.0-1.79 (Not Motivated)

Table 4 gleans an overall 4.88 weighted mean, which is interpreted as very highly engaged. This means that the respondents are very motivated to do their job as traffic enforcers. The finding is supported by the study of Nurun & Dip (2017), who discovered that if employees are positively motivated, it drastically improves their effectiveness and efficiency in achieving organizational goals. Further, employees who are motivated are more innovative because they are constantly looking for better ways to complete a task. They are goal-oriented and self-directed. They become capable of producing high-quality work while increasing or optimizing efficiency and productivity (Boundless, 2017). The results also proved that the benefits of highly motivated employees include increased employee engagement, higher productivity performance, and greater creativity and innovation (Schooley, 2022).

Level of job satisfaction among the traffic enforcers

According to Judge & Klinger (2008), as cited by Basilio et al (2017), job satisfaction is attributed to the positive emotional state resulting from the evaluation of one’s job or job experiences. It is an important feature of the organization as a tool for achieving its goals and objectives. Table 5 reveals the respondents’ level of job satisfaction as traffic enforcers. It discusses how respondents are satisfied and engaged in carrying out their responsibilities and functions.

Table 5. Level of Job Satisfaction among the Traffic Enforcers

Variables	Mean	SD	Interpretation
Job Satisfaction	4.80	0.38	Very Highly Satisfied

Note: Satisfaction Scale: 4.20-5.0 (Very Highly Satisfied); 3.40-4.19(Highly Satisfied d); 2.60-3.39(Moderately Satisfied); 1.80-2.2.59 (Less Satisfied); 1.0-1.79 (Not Satisfied)

As reflected in Table 5 on the job satisfaction of the respondents, it can be gleaned that the traffic enforcers are very highly satisfied with their job, with an overall weighted mean of 4.80 (very highly engaged). It is probably right because prior results of the survey pointed out that the respondents are very highly motivated and committed.

These findings support the claims of Basilio et al. (2017) and Al -Ali et al. (2019) that employees become satisfied with their work when they are satisfied with team members or managers, with organizational policies, feel recognized, and if the job has an impact on their personal lives and recognition. Many studies have found that organizational commitment is significantly influenced by job satisfaction. Extremely satisfied employees will work harder and make positive contributions to the effectiveness and efficiency of their organizations.

Significant differences in the level of work commitment, motivation, and satisfaction among traffic enforcers when grouped according to Demographic Profile

To determine the significant relationship between the traffic enforcers, work commitment, motivation, and satisfaction level when grouped according to demographic profile, the researchers used the Pearson Product Moment Correlation Coefficient as indicated in Table 6.

Table 6. Significant Difference On The Level Of Work Commitment, Motivation, and Satisfaction among Traffic Enforcers when Grouped According To Their Demographic Profile

Variables	Test Statistics	p-value	Remarks
Work Commitment and			
Age	F=0.97	0.52	Not Significant
Sex	T= 4.07	0.03	Significant
Civil Status	F= 2.40	0.00	Highly Significant
Educational Attainment	–	–	
Motivation and			
Age	F= 1.65	0.18	Not Significant
Sex	T= 8.92	0.00	Highly Significant
Civil Status	F= 22.44	0.00	Highly Significant
Educational Attainment	–	–	
Job Satisfaction and			
Age	F=2.56	0.04	Significant
Sex	T=10.69	0.00	Highly Significant
Civil Status	F=56.17	0.00	Highly Significant
Educational Attainment	F= 2.83	0.01	Highly Significant

Probability Value Scale: ** $p < 0.01$ (Highly Significant); * $p < 0.05$ (Significant); $p > 0.05$ (Not significant)

Data showed that only age ($p = 0.52$) has no significant difference to the work commitment of traffic enforcers. In other variables, gender ($p = 0.03$) showed a significant difference, while civil status ($p = 0.00$) also revealed a highly significant difference. The data indicated that, regardless of age, traffic enforcers are committed to their work. However, gender and civil status affect work commitment among traffic enforcers, which suggests that males and females, as well as married and single respondents, differ in their commitment. It can be explained that since there are more married respondents in the study, it may follow that married couples may be more committed because of their responsibility as breadwinners in their family, unlike single people who take care of themselves in most cases. Male and female respondents are also described as having different views of commitment. In the study conducted by Messner (2017), the researcher analyzed the relationship between organizational climate, employee climate, and commitment. They revealed that female workers have a higher work commitment.

As to the motivational level of the respondents, it can be gleaned that age ($p = 0.18$; not significant) is not a factor that affects the work motivations of traffic enforcers in Ozamiz City. But gender and civil status, both with $p = 0.00$ (very highly significant), reflected a factor that affects the motivational level of the respondents. The data revealed that regardless of age, the respondents are highly motivated in their job, while, gender and civil status have a very significant difference in their work motivation. The result is supported by the findings of Kusnierz et al. (2020), which stated that motivation differs among men and women. They stressed that men are motivated by intrinsic factors like the need for power, competition, and challenge, while women are extrinsically motivated like appearance and body weight control. As to civil status, the result is similar to the findings of Arendse (2013), who noted that there is also a significant difference in work motivation based on marital status.

Furthermore, as to job satisfaction, all of the variables: (age with a p -value of 0.04); Gender ($p = 0.00$); civil status ($p = 0.00$), and educational attainment ($p = 0.01$) displayed significant to highly significant differences in traffic enforcers job satisfaction. This data showed that, unlike work commitment and motivation, job satisfaction as traffic enforcers are affected by their demographic profile. This means that their level of satisfaction varies according to their age, gender, civil status, and educational attainment. The study of Holmberg et al., (2013) proved that work satisfaction may happen if workers are content because of the salary, recognition scheme, leadership style, and working conditions. Likewise, the researchers contend that because individuals are unique in their ways, they also have different needs and wants. Thus, team leaders should diagnose and recognize the needs of everyone in the team through communication. Managers or leaders need to identify the factors that may affect the overall satisfaction of workers as a basis for providing appropriate support for a fulfilling and happy working environment.

Significant Relationship Between Work Commitment, and Satisfaction Level of the Respondents

Table 7 discloses the result of the statistical analysis on the relationship between the level of work commitment and job satisfaction among traffic enforcers in Ozamiz City as the respondents of the study.

Table 7. Significant Relationship Between the Level Of Work Commitment and Job Satisfaction Level Among Traffic Enforcers

Variables	r-value	p-value	Remarks
Work Commitment and			
Job Satisfaction	0.89	0.00	Highly Significant

*Probability Value Scale: ** $p < 0.01$ (Highly Significant); * $p < 0.05$ (Significant); $p > 0.05$ (Not significant)*

Table 7 shows that there is a highly significant relationship between work commitment and job satisfaction level among traffic enforcers, as evident in the p-value of 0.00. The data indicates that if workers are committed to the job, they also display satisfaction. In the Motivator-Hygiene Theory of Herzberg, he claims that there are separate sets of mutually exclusive factors in the workplace that either cause job satisfaction or dissatisfaction (Nickerson, 2020). The author further noted that Herzberg’s and his colleagues’ research revealed that motivational factors enhance job satisfaction while hygienic aspects minimize unhappiness. In connection with the study, with the positive connection between commitment and satisfaction, it can be concluded that perhaps, there are elements that influence work commitment, like policies and leadership. If policies are confusing or redundant, or if not, everyone is forced to obey them, this can be a major source of aggravation for employees. On the other hand, when rules are clear, explained well, and attainable, workers will be more committed to imposing them.

Leadership style also affects job satisfaction according to Douglas McGregor’s Theory X and Theory Y. According to the author, if a team member lacks motivation, the management may employ an authoritarian leadership style (Theory X). Those who take joy in their work, on the other hand, do so because the management adopts a participative management style. Managers who follow this approach believe in their employees’ ability to take responsibility for their tasks and complete them efficiently on their own (Theory Y). Likewise, workers should be acknowledged when they are performing well to increase work commitment and satisfaction.

Significant Relationship Between the Level of Motivation and Satisfaction Among Respondents

Using Pearson Correlation, Table 8 discusses the statistical results on the relationship between the level of motivation and job satisfaction among traffic enforcers in Ozamiz City.

Table 8. Significant Relationship Between the Level of Motivation And Job Satisfaction Level Among Traffic Enforcers

Variables	r-value	p-value	Remarks
Motivation and			
Job Satisfaction	0.97	0.00	Highly Significant

*Probability Value Scale: **p<0.01 (Highly Significant); *p<0.05 (Significant); p>0.05 (Not significant)*

Data shows that there is a highly significant relationship between motivation and job satisfaction, with a p-value of 0.00 as perceived by the traffic enforcer respondents of the study. This result stresses that the respondents are satisfied with their jobs because they are motivated. The data conforms to Maslow’s Hierarchy of Needs. This theory explains why the respondents are motivated and satisfied with their jobs. It is most likely that the participants are motivated because their basic needs are met. These needs include physiological, safety and security, social, esteem, and self-actualization needs. As Maslow advocated, traffic enforcers are motivated because they feel fulfilled in their job (Cherry, 2022).

Wosenyelehet et al., (2021) investigated the relationship between motivation and job satisfaction among employees in a College of Health Sciences in Ethiopia. Using both primary and secondary data, the study revealed that motivation is necessary for job satisfaction, employee retention, and productivity. The research findings also disclosed that job satisfaction is important for attaining the organization’s vision. Thus, motivation promotes achievement, growth, the work itself, recognition, responsibility, and advancement which lead to job satisfaction.

CONCLUSIONS

There were 30 respondents, with 26 males and 4 females between the ages of 25-42 years old, followed by 43 to 58 years old. Twenty-two were married respondents while seven were single and one was separated. Twenty-one of them were College graduates while nine were high school graduates. All of them have 3 to 5 years experienced as traffic enforcers. As to work commitment, the respondents are very highly committed. In terms of motivation, the traffic enforcers are very highly motivated. As to their level of job satisfaction, the results showed that the respondents are very highly satisfied. Age is not a factor that affects work commitment, while gender and civil status have a significant relationship with work commitment, motivation, and job satisfaction. Likewise, educational attainment also affects job satisfaction. There is a highly significant relationship between work commitment and job satisfaction. There is a highly significant relationship between motivation and job satisfaction.

RECOMMENDATIONS

Traffic enforcers should be recognized for being highly committed, motivated, and satisfied with their work. The annual award ceremony for exemplary performance should be done. In order for traffic enforcers to recognize their strengths and areas for development, there must be regular evaluation and feedback. This procedure must be unbiased, constant, and focused on professional growth. Since gender and civil status affect job commitment, motivation, and satisfaction, there must be a reorientation seminar on their importance to boost teamwork and performance among traffic enforcers. Educational attainment also affects job satisfaction; therefore, traffic enforcers should be motivated to pursue studying or send them to trainings and seminars to enhance their knowledge and skills. Further studies on related topics must be done with a wider scope than the location of the respondents to substantiate the generalization of the findings.

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