

Exploring the Impact of Motivation and Job Satisfaction on the Performance of AFP Security and Protection Group Personnel at Camp Aguinaldo, Philippines

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Abstract

This research investigated the sources of motivation and job satisfaction of personnel within the Armed Forces of the Philippines - Security and Protection Group (AFP-SPG) at Camp Aguinaldo. Taking into account the significance of the AFP for supporting national security, there has been little research examining the psychosocial factors supporting a soldier's motivation and engagement at work when assigned to specialized units providing protection. To address this issue, the present study described and interpreted the sources of motivation, satisfaction, and potential difficulty for AFP-SPG personnel while fulfilling their responsibilities. The researchers constructed a qualitative case study design and conducted semi-structured interviews and focus group discussions (FGDs) with selected rank officials who fulfilled research inclusion criteria. Thematic and cross-case analysis were then used to identify significant patterns and themes from participants' experiences. The obtained data indicated that for personnel of the AFP-SPG, motivation is primarily influenced by family, faith, and commitment to the country, good leadership, cooperation, and support from the organization. Job satisfaction was regionally associated with a sense of honor, being disciplined, and the sense of accomplishment for protecting a VIP, while factors that were demotivating included delays in financial assistance, limited resources, and bureaucracy. Even with these underlying challenges, personnel exhibited resiliency and strong commitment to the demands of military duty, influenced by loyalty to the Constitution and their peers in the unit. The findings conclude that leadership quality, command and communication style, and welfare support have a significant impact on soldiers' morale and productivity. Recommendations from the study include finding ways to develop leadership capacities, recognition systems, and welfare initiatives to support and motivate personnel and assist in job performance and yield for the organization in times of adversity, on behalf of the AFP-SPG and other military organizations.

Keywords: job performance, job satisfaction, leadership, military, motivation