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Master's Thesis of Public Administration

**The Impact of Motivation on
Career Success in the
Philippine Foreign Service**

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Abstract

The Impact of Motivation on Career Success in the Philippine Foreign Service

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The study examined the impact of intrinsic and extrinsic motivation on subjective career success, and the moderating role of gender in the relationship, to determine whether motivational factors for career success can vary across men and women in the Foreign Service.

The study utilized a survey research design using primary data collected from Foreign Service Officers (FSOs) in the Department of Foreign Affairs, Philippines. A total of 163 FSOs participated during data gathering. Aside from the variables of primary interest, demographic characteristics of respondents such as age, civil status, rank, and total number of years in government were also taken into account.

After conducting descriptive analysis, correlation, and multiple regression analysis, it was found that intrinsic motivation and extrinsic motivation is affecting subjective career success. The study revealed that, although both facets of motivation are high among FSOs, they are more intrinsically rather than extrinsically-motivated. The results also revealed that in the case of Philippine FSOs, both women and men have the same motivational factors to subjective career success.

The findings imply that FSOs are generally more motivated by ethical values and drive for achievement more than material incentives. Peer recognition and colleagues' esteem are also found to be important factors. Therefore, it was recommended that job enrichment, encouraging interpersonal interactions, and enhancing public service motivation be taken into consideration, in order to achieve higher levels of perceived career satisfaction. It was also recommended that organizational support for conducive and safe working conditions be enhanced as an extrinsic motivator, since this is considered critical for employees' career success.

The findings contribute to the larger body of knowledge on work motivation and career development. It also augments the Department's efforts in ensuring that there is gender equality in the workplace. The findings would allow the organization to design career development programs, reward systems, and motivational programs knowing that the response of men and women to these packages of motivational rewards and benefits would be similar.

Keywords : intrinsic motivation, extrinsic motivation, career success, gender, Foreign Service, Philippines

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Chapter 1. Introduction

1.1. Background

Motivational factors for career success can vary across different individuals. Career success is defined as the achievement of desirable work-related outcomes throughout a person's career, over time (Arthur, et al., 2005). Since careers are important aspects of individuals' lives as it provides them with income, a sense of purpose, and opportunities for growth, numerous scholars have taken interest to study the concept of career success and the factors to achieve such. However, many studies about career success are mute with respect to how gender moderates the strength of personal and structural predictors on career outcomes (Orser and Leck, 2010).

Further, according to Browne (1997), although many studies investigate gender differences for working conditions, there are still gaps in literature. Betz and O'Connel (1989) found that men emphasized intrinsic factors such as self-expression and a sense of accomplishment through work itself and through promotion; while women emphasized extrinsic job conditions. These conditions include preferences for job features that allow them to fulfill both the role of worker and homemaker (Browne, 1997).

London (1983) suggests the concept of career motivation as a possible explanation to these differences in individual choices, which is defined as the set of individual characteristics and associated career decisions and behaviors that reflect the person's career identity, insight into factors affecting his or her career, and resilience in the face of unfavorable career conditions. It includes a wide range of career decisions and behaviors such as searching for and accepting a job, staying in the job or the organization, determining one's career plans, and seeking opportunities for training and new experiences and accomplishing career goals.

Women generally place greater importance on working conditions (e.g., flexible working schedule, less demanding job nature, child-care facilities, and family-oriented sick leave policy) that affect their involvement and commitment in the workplace. In addition, they hold preferences for certain job features which allow them to fulfill dual roles as employees and homemakers (Chow and Ngo, 2011).

In a qualitative study conducted by Linse (2004) on a sample of women employed in the U.S. Foreign Service, it was stated that some of the challenges facing women working abroad for diplomatic missions are similar to those facing other women who have broken through the glass ceiling and entered careers traditionally held by men. The issue of family and career was a central theme for the majority of women interviewed. Further, family and spouses were of particular concern because in many countries, regulations prohibit work by non-citizens, while in some states, bilateral agreements permit diplomatic spouses to work in the local economy (Linse, 2004).

1.2. The Purpose of the Research

The purpose of the study is to examine the relationship of motivation and career success and the moderating role of gender in the relationship, particularly among foreign service officers (FSOs) in the Department of Foreign Affairs (DFA).

This study focuses on the DFA as the prime agency of the Philippine government responsible for the pursuit of the state's foreign policy and the nerve center for a Foreign Service whose mission is to promote and protect the country's interests in the global community. The DFA operates not just through its main office in the Philippines, but also through 94 diplomatic and consular Posts abroad, where many foreign services officers serve. In 2019, the Philippine Foreign Service is comprised of 53% male officers and 47% female officers.

Entry level for Foreign Service Officers (FSOs) is through open and competitive examinations to determine the competence, fitness, and aptitude of candidates for foreign service work, provided under the 1991 Philippine Foreign Service Act or Republic Act No. 7157. The promotion system of FSOs, on the other hand, is stipulated under Department Order No. 16-91.

In the DFA, FSOs aspire to climb the career ladder and reap other opportunities for overall career advancement, including assignment to foreign service posts. The study, therefore, aims to identify the differences in the motivational factors of Philippine FSOs, so that there is a chance to formulate better career development programs and human resource management interventions, such as employee retention programs and projects that will support the employees' professional growth and career success.

Research on the differences in motivation leading to career success among men and women in the Philippine Foreign Service matter as it is important to retain high-performing and quality employees. Further, career success and satisfaction of individuals matter as these may be factors affecting organizational performance. It may also help in addressing the gender disparity across FSO ranks.

There are now a number of cases in the Department where women foreign service officers have resigned to focus on their families, and while others stay and have long careers in the foreign service, the number of male and female Heads of Posts are disproportionate, with male Heads of Posts being considerably higher. According to DFA's gender statistics, as of December 2019, there are 59 male Heads of Posts (HOPs) and 26 female HOPs.

Furthermore, it has been found that the numbers of female foreign service officers (FSO) in lower ranking positions in the DFA are also increasing. As of 2019, there are 83 females who are in the lowest- ranking officer positions (FSO IV), compared to 55 male counterparts. However, in high-level positions (Chiefs of Missions I and II), there are only 45 females compared to 87 males.

In Huttges and Fay (2015), they stated that despite numerous political and economic efforts, the number of women at top-or mid-level managerial positions is still scarce. This phenomenon is widespread such that the underrepresentation of women can be found in almost all industries, in the public as well as private sector, in educational as well as research institutions (e.g., European Commission, 2012; Graf, Dautzenberg, Büttner, and Schmid, 2011).

Harmon (1997) suggested that the major reason that women's roles and expectations have developed differently from those of men is that, in society, women have been expected to take major responsibility for child care and rearing. Accordingly, many of the more recent approaches have dealt with how women might accommodate these responsibilities within a pattern of career involvement.

A relevant study by Dolan et al. (2011) on the role of gender in the relationship of individual aspirations and career success suggested that there is a need for organizations to review their internal career structures and specific programs aimed at enhancing the career success of their employees. Despite the fact that the literature on career has focused on the individual, it is necessary for the organization to have an effective management of the careers of their knowledge workers, so as not to lose this competitive resource.

Chapter 2. Literature Review

This chapter provides theoretical background and previous studies on motivation, career success, and the gender dimension, which serves as a premise for the research. Previous studies where gender was treated as a moderator variable were also reviewed, aside from its relationship to work motivation and career success.

2.1. Motivation

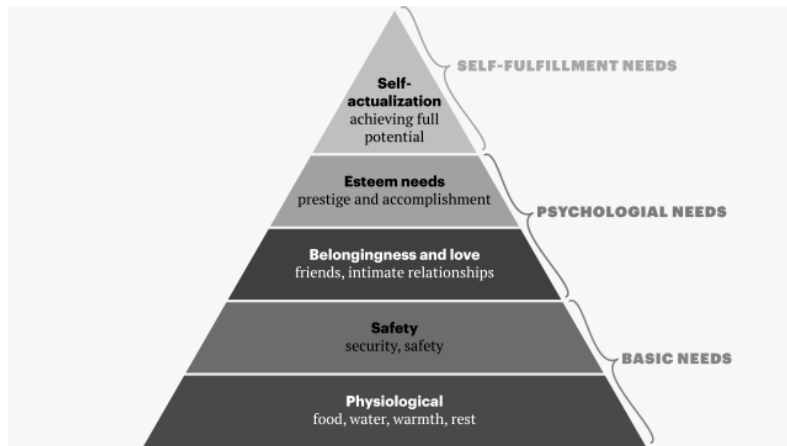
Various definitions of motivation exist in scholarly literature. Generally, motivation is defined as internal factors that impel action and external factors that can act as inducements to action (Locke and Latham, 2004). Armstrong (2014) defines motivation as the goals that individuals have, the ways in which individuals chose their goals and the ways in which others try to change their behavior.

Motivation can further be divided into intrinsic and extrinsic motivation. Intrinsic or personal motivation, arises from individual's desire for the satisfaction and fulfillment of specific needs. It takes place when individuals feel that their work is important, interesting or challenging, and is usually described as motivation by the work itself. On the other hand, extrinsic motivation comes from external factors such as incentives, pay, promotion, or punishments such as withholding pay or disciplinary action (Armstrong, 2014).

These definitions have been linked by scholars to the rationale behind individuals' choices such as the famous American psychologist, Abraham Maslow's *hierarchy of needs*. Maslow (1943) postulated that all human needs can be characterized into a pyramid composed of the following categories: physiological, safety and security, social, self-esteem, and self-actualization. This theory aims to explain the motivations of human beings wherein needs in

the lower-level of the hierarchy must first be satisfied before moving to higher-level needs. Maslow's hierarchy of needs is shown below:

Figure 2.1. Hierarchy of Needs
(Maslow, 1943)



Maslow's classification of needs is very popular. However, there is not much empirical evidence to prove that individuals' needs progress steadily up the hierarchy. In Armstrong's Handbook of Human Resource Management, he cited other scholars like Alderfer and McClelland who suggested alternative and simpler categorization of needs. Alderfer's was categorized into three: existence needs which includes pay and fringe benefits, relatedness needs which suggests that people must engage in transactions with their human environment, and growth needs which involve people finding opportunities to become what they can.

On the other hand, McClelland developed a categorization of needs which included the need for power, for affiliation, and for achievement. He identified that the need for achievement, defined as the need for competitive success measured against a personal standard of excellence, was the most important among the three (Armstrong, 2014).

Thus, taking in the context of individuals needs for growth and achievement, personal or intrinsic motivation generates a person's drive for achievement of a pre-determined and worthwhile goal. Intrinsic motivation arising from work itself and which is concerned with the "quality of working life" can be more powerful and have a deeper and longer-term effect than extrinsic motivation since they are under the control of the individuals themselves and are not imposed from outside such as performance-related pay (Armstrong, 2014).

However, it is also important to understand that every person is a unique individual with varying objectives or goals. These objectives may sometimes be driven by other factors such as, age, gender, educational attainment, professional status, or family considerations. Bandura (1977) developed a social learning theory that recognizes the significance of reinforcement as determinant of future behavior and importance of psychological factors like expectancies about the value of goals and the individual's ability to reach them. A more recent theory on motivation by Barrick, et al. (2013) also posits that individual factors such as personality and ability, situational factors such as job characteristics have an impact on motivation.

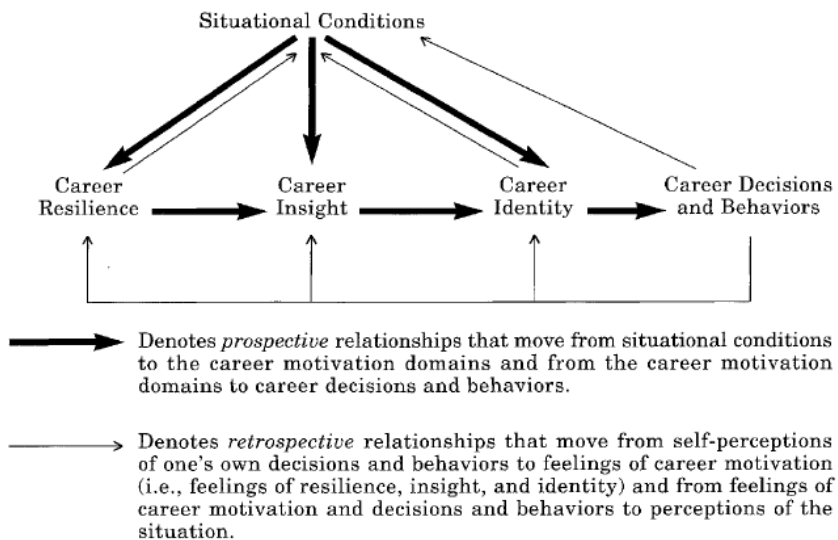
Individuals also appear to be motivated to achieve the goal of psychological success. Psychological success involves the feeling of satisfaction, pride, and accomplishment from achieving a personal goal or objective. These objectives are not just related to a person's job, but also family happiness, inner peace, self-fulfillment, or other life goals (Hall, 1996).

London's Career Motivation Theory also provides an important insight into what motivates an individual in his/her career. London (1983) posits that career motivation is a multidimensional concept, organized into three a priori domains. Figure 2.2 depicts London's model of career motivation, where (a) career resilience is defined as the ability to adapt to changing circumstances, even when they are discouraging or disruptive; (b) career insight is the ability to be realistic about one's self and one's career and to utilize this information of

one's goals; and (c) career identity, defined as the extent to which one defines oneself by work.

Figure 1.2. London's Model of Career Motivation

(London, 1983)



2.2. Intrinsic and Extrinsic Motivation

The majority of work organizations equate motivation with money and other extrinsic rewards, however, Self-Determination Theory (SDT) offers a powerful perspective on how and why individuals are motivated (Sexton, 2013).

Deci and Ryan's (1985) self-determination theory identifies the important facets of motivated behavior in humans. According to their theory, motivation should not be viewed from a unidimensional perspective.

SDT proposes two overarching types of motivation: intrinsic and extrinsic. Intrinsic motivation is defined as doing something for its own sake because it is interesting and enjoyable. Extrinsic motivation is defined as doing something for instrumental reasons (Gagne et al., 2010). These instrumental reasons can

differ, depending on how internalized the motivation is. Internalization refers to taking in a regulation that was initially regulated by external factors, such as rewards or punishments, so that it becomes internally regulated (Ryan, 1995).

Involvement in an activity to obtain rewards is referred to as extrinsic motivation. Being engaged in activities because of external or internal pressures is considered an extrinsic form of motivation. Deci and Ryan (1985) view extrinsic motivation as a multidimensional construct, as well. Three types of extrinsic motivation, including external regulation, introjection, and identification, were defined in the self-determination theory belief (Deci and Ryan, 2000).

Across psychology fields, SDT has yielded more than 400 empirical publications since the early 1980s. It is a dominant theory of motivation in social, education, and sport psychology (Gagne et al, 2010). However, it has not yet been used specifically in the field of foreign service.

Gagne et al. (2010) developed a scale called the Motivation at Work Scale (MAWS) to measure intrinsic and extrinsic motivation. The scale was created as a means to measure various work-related behavioral regulations that represent the range of the continuum of motivation to do a particular job. They chose to focus on specific types of motivation that were most useful to assess in the work domain. This measure differs from other validated measures of motivation that exist for other domains such as social, education, and sports, in such a way that it is a practical measure of motivation that yields reliable and valid scores at the work domain level.

At the low end of the continuum is *external regulation*, which refers to doing an activity in order to obtain rewards or avoid punishments. Second is *introjection*, which is engaging in a behavior due to internal pressures such as ego-involvement, guilt, or maintaining self-worth, and thus implies partial internalization that remains controlling. Next is *identification*, where the individual engages in a behavior or commits to an activity because he/she

identifies with the value or meaning, and accepts it as his/her own, meaning that it is autonomously regulated. Lastly, *intrinsic motivation*, which is defined as doing something for its own sake because it is interesting and enjoyable (Gagne, et al., 2010).

Other motivation scales exist in literature such as the Work Extrinsic and Intrinsic Motivation Scale (WEIMS) developed by Tremblay, et al. (2009), which includes a measure of amotivation where individuals' actions either lack the intention to act or act passively. Luthans (2011) also developed a motivation questionnaire to measure the five levels of Maslow's Hierarchy of Needs.

2.3. Career Success

Judge, et al. (1995) defined career success as the accumulation of positive achievements (real or perceived) arising from one's work experiences. Career success may be defined as the accomplishment of desirable work-related outcomes at any point in a person's work experiences over time.

Moreover, career success is defined by Arthur et al. (2005) as the "accomplishment of desirable work-related outcomes at any point in a person's work experiences over time". Career success encompasses both objective and subjective criteria (Hughes, 1958).

Objective career success (OCS) emphasizes promotion, job rank, and increased salary (Judge et al., 1995). Subjective career success (SCS), on the other hand, focuses on career satisfaction and career commitment (O'Neill et al., 2008). It is defined by an individual's reactions to his or her unfolding career experiences (Hughes, 1958). Gattiker and Larwood (1988) suggested that subjective career success criteria reflect an individual's values and preferences for things such as a certain level of pay, challenge, or security that may serve as salient criteria for assessing their career accomplishments. Unlike objective success criteria, subjective measures may detect important career outcomes that are not readily assessable from personnel records (Gattiker and Larwood, 1988).

Understanding career development must incorporate the consideration of an individual's personal life in addition to life at work. To this end, a subjective career success scale by Gattiker and Larwood (1986), encompasses the dimensions of job success, interpersonal success, financial success, hierarchical success, and life success. This emphasizes that a comprehensive career management perspective not just considers organizational success factors, but also personal or non-organizational factors that are important to an individual's perception of accomplishment.

Several studies on links of different personal and situational attributes to career success exist in literature. However, there is very little to no research exploring the link between motivation and career success. Therefore, there is an opportunity to contribute to research on factors affecting career success, and how gender moderates this perceived relationship. Below are some of the existing studies found on career success:

Table 2.1. Previous Studies on Personal and Situational Attributes and its Relationship with Career Success

Topic	Author
Study on the relationship between networking behaviors and career success	Dolan, et al., 2011
Relationship between individual aspirations and career success	Rasdi, et al., 2013
Relationship between human capital attributes, career choices, and structural features of the organization and its impact to career success	Melamed, 1995
Relationship of personal, family, and job attributes to career success with gender as mediator and moderator	Frear et al., 2016
Link of job design and subjective career success using self-determination theory	Dahling and Lauricella, 2017

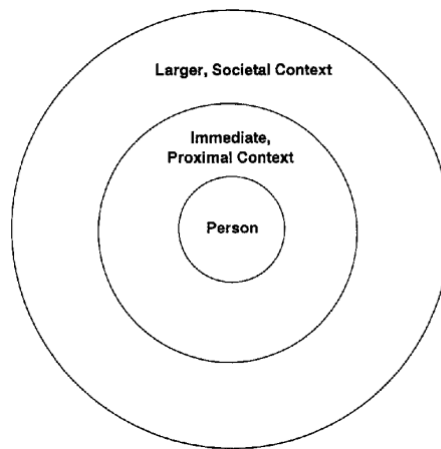
Link of human capital, environmental career resources, motivational career resources, and career management behaviors to career success	Hirschi, et al., 2018
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Several modern career theories suggest that for many people, career success extends beyond traditional objective factors. Moreover, many of these theorists suggest that SCS is multifaceted. For example, Hall (1996) proposed the concept of the protean career, highlighting the importance of flexibility, freedom, continuous learning, and intrinsic rewards for many people navigating the modern career landscape. Hall (1996) coined the phrase ‘protean career’ (term derived from the Greek God Proteus, who could change shape at will) where individuals take responsibility for transforming their career path. A protean career is a process driven by the individual, not the organization. It takes into consideration the person’s career choices based on his/her experiences, training, changes in occupations, etc.

Motivational theories of career success see the source of success in individual’s own efforts to advance their career (London, 1983). Some scholars argue that there is a shift from organizational career to a self-managed career where careers are driven by the person, and the individuals must take a proactive role in order to develop their careers (Hall, 2002). Scholars refers to it as the evolution of a “career” which is the individually perceived sequence of attitudes and behaviors associated with work-related experiences and activities over the span of a person’s life (Hall, 1996).

In relation to these individual choices affected by external factors, Lent et al. (2000) developed a concentric model of environmental influences as a series of embedded layers or concentric circles (as shown in Figure 2.3), where the person resides in the innermost circle, surrounded by his/her immediate environment, then encircled by a larger societal sphere.

Figure 2.2. Concentric Model of Environmental Layers
(Lent et al., 2000)



This concentric model of environmental layers suggests that certain features of the environmental inner layer may serve as a filter which may affect perceptions of structural barriers in the larger environment or as a source of information on how one can cope with such barriers (Lent et al., 2000). The inner layer of the environment may include family, significant others, or interaction with mentors, which may significantly affect individuals' career choices. Understanding these influential factors might aid in understanding what supports or hinders the pursuit of one's career development.

2.4. The Gender Dimension

Several scholars have studied the differences between motivations of women and men in terms of career development. According to Coogan and Chen (2007), women's career development is more complex than that of men due to a number of internal and external barriers, such as early gender-role orientation, employment inequities, and family responsibilities, which both complicate women's career choices and advancement.

In addition, women's paths to career success are different from those of men. They are characterized by segregation in job areas and industrial sectors, more specialized jobs, interrupted career and spiral career progress with more radical job changes. Since women face barriers to their career success not experienced by men, it seems plausible that their routes to career success vary from the ways used by men to achieve career success (Melamed, 1995).

As stated by Okurame (2014), gender differences have been linked to career attitudes. This builds on a study conducted by Segers, et al. (2008) that suggests that while men tend to be more motivated by promotion, women build careers that are relational based and that women were found to be motivated more by their personal principles than men. Men were also found to be motivated more by traditional measures of career success such as money, status, and promotion.

As stated by Dolan et al. (2011), gender differences in career and management positions are evident in professional engineering. Although the proportion of men in professional engineering occupations decreases with age, their representation in the management hierarchy increases. The pattern was found to be different for women.

Further, the subjective dimension of career success in women is strongly related to family-related issues. Women may face a greater conflict between household and child-rearing responsibilities and organizational duties than do men. The potential for stress and strain arising from the work and family domains is heightened, as women have to balance the simultaneous demands and pressures of career with those of the family, in situations where they are primarily responsible for housework and childcare (Magid and Chidambaram, 1997).

Other scholars have done empirical research on these differences and found contrasting results. For instance, in their study on accountants from international public accounting firms, Kaufman and Feters (1980) found that there are no significant differences between males and females on any of the components of work motivation. The authors concluded that men and women

are both extrinsically and intrinsically oriented. Their research also suggests that women's expectations about the outcomes of their efforts and actions are not significantly different from that of men.

Similarly, in a study conducted by Browne (1997) on gender differences and preferences for job attributes of American and Australian business students, findings showed that there are no differences in preferences for job attributes or work-related attitudes that might influence career progression among men and women. Gender differences in job attributes were also not found to be profound in China. Chinese women are at least as interested in both extrinsic and intrinsic rewards as their male counterparts (Bu and McKeen 2001).

These contrasting results warrant another investigation to the role of gender as a moderating variable to both intrinsic and extrinsic motivation and its impact to career success. This study also hopes to contribute to the literature on work motivation and career development studies, as well as gender studies. Likewise, since there are no previous studies on the motivational factors affecting the career success of foreign service officers in the Philippines, this research is valuable for future researchers who wish to pursue further studies on factors affecting career success, particularly in the field of foreign service administration and human resource management.

Chapter 3. Methodology

This chapter contains the research questions and hypotheses that the study aims to address. It also provides the conceptual framework used for the study, the research design, sampling method used, and the process of data collection and analysis.

3.1 Research Questions and Hypotheses

This study was guided by the following research questions: 1) How does intrinsic and extrinsic motivation affect subjective career success among Foreign Service Officers? 2) How does gender influence the relationship between the two types of motivation and subjective career success? 3) Are there differences in the motivational factors for career success between male and female foreign service officers?

Based on the aforementioned questions, and grounded on available literature and previous studies on motivation, career success, and the gender dimension on career development, the following hypotheses were developed:

Hypothesis 1 (H1): *Intrinsic motivation positively affects subjective career success of foreign service officers.*

Hypothesis 2 (H2): *Extrinsic motivation positively affects subjective career success of foreign service officers.*

Hypothesis 3:

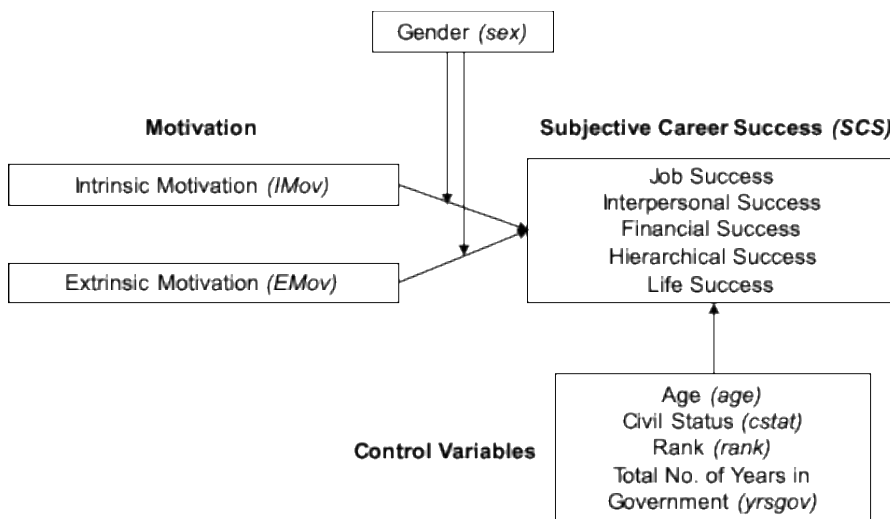
(H3.a): *Gender will moderate the effect of Intrinsic Motivation to Subjective Career Success*

(H3.b): *Gender will moderate the effect of Extrinsic Motivation to Subjective Career Success*

3.2. Research Framework

In order to examine the impact of intrinsic and extrinsic motivation on subjective career success, a research framework was formulated and is presented in figure 3.1. Several demographic variables were used as control variables in the study, which are: age, civil status, rank, and total number of years in government. Since the research aims to test whether gender will influence the relationship between motivation and subjective career success, this demographic characteristic was used as a moderator variable.

Figure 3.1. Research Framework



3.2.1. Independent Variables

Motivation is further categorized into intrinsic and extrinsic motivation. The items and scales used in this research to measure both were developed by the researcher based on previous studies and existing motivation scales such as the MAWS scale (Gagne, et al., 2010), the WEIMS (Tremblay, et al., 2009), and the motivation questionnaire by Luthans (2011). The motivation scale was refined further, taking into consideration the respondents of the study.

Intrinsic Motivation (IMOV)

Intrinsic motivation was measured with 12 items in a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). The questionnaire includes dimensions of intrinsic motivation such as: Self-efficacy which is an individual's personal beliefs about his or her capabilities to perform particular behaviors or courses of action (Bandura, 1977); Personal growth which is defined as self-fulfillment from opportunities for advancement (Alderfer, 1972; Deci and Ryan, 2000); Autonomy characterized by the freedom to act or decide (Maslow, 1943; Deci and Ryan, 2000; Gagne et al., 2010); Affiliation/Relatedness which is the desire for friendly and close inter-personal relationships (McClelland, 1961; Alderfer, 1972); Achievement is the drive to excel and succeed/ need for competitive success measured against a personal standard of excellence (McClelland, 1961); and Recognition described as the need to be recognized (Maslow, 1943; Tremblay, 2009).

Table 3.1. Key Dimensions of Intrinsic Motivation

Key Dimensions	Question Items	Author(s)
Self-efficacy	Q1, Q2	Bandura, 1977
Personal Growth	Q3, Q4, Q5, Q6	Alderfer, 1972; Deci and Ryan, 2000
Autonomy	Q7, Q8	Maslow, 1943; Deci and Ryan, 2000; Gagne, et al., 2010
Affiliation or Relatedness	Q9	McClelland, 1961; Alderfer, 1972
Achievement	Q10, Q11	McClelland, 1961
Recognition	Q12	Maslow, 1943; Tremblay, 2009

Extrinsic Motivation (EMOV)

The second independent variable, extrinsic motivation, was measured with 9 items in a similar scale, which includes: Total Compensation which includes both pay and benefits (Maslow, 1943; Herzberg, 1968; Gagne et al, 2010; Armstrong, 2014); Promotion opportunities which means having chances to be promoted to the next higher rank (Tremblay, 2009; Armstrong, 2014); Fear of punishment includes disciplinary actions, withholding pay, or criticism (Deci and Ryan, 2000; Armstrong, 2014); Working conditions are characterized by a safe working environment and having organizational support (Maslow, 1943; Herzberg, 1968; Alderfer, 1972); and Job security is defined as the probability of keeping the job (Maslow, 1943; Tremblay, 2009).

Table 1.2. Key Dimensions of Extrinsic Motivation

Key Dimensions	Question Items	Author(s)
Total Compensation	Q13, Q14, Q15	Maslow, 1943; Herzberg, 1968; Gagne et al, 2010; Armstrong, 2014
Promotion Opportunities	Q16	Tremblay, 2009; Armstrong, 2014
Fear of Punishment	Q17, Q18	Deci and Ryan, 2000; Armstrong, 2014
Working Conditions	Q1, Q20	Maslow, 1943; Herzberg, 1968; Alderfer, 1972
Job Security	Q21	Maslow, 1943; Tremblay, 2009

3.2.2. Dependent Variable

Subjective Career Success (SCS)

In order to measure subjective career success, the researcher adapted the SCS scale developed and tested by Gattiker and Larwood (1986), modified to suit the needs of the study and the parlance of the respondents. The scale assesses five factors of subjective career success which are: job, interpersonal, financial, hierarchical, and life success. Job success reflects the individual's perceptions about job satisfaction. Interpersonal success signifies the individual's perception about satisfaction regarding relationship with peers. Financial success indicates individual perceptions on compensation. Hierarchical success suggests an individual's satisfaction with promotion and career advancement. Lastly, life success reflects perceptions about one's overall life satisfaction. The first four dimensions were considered a part of organizational success, and life success was also considered as a non-organizational success factor. SCS was measured with 19 items in five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5).

Table 3.2. Key Dimensions of Subjective Career Success

Key Dimensions	Question Items	Author
Job Success	Q22, Q23, Q24, Q25, Q26, Q27, Q28, Q29	Gattiker and Larwood, 1986
Interpersonal Success	Q30, Q31, Q32, Q33	
Financial Success	Q34	
Hierarchical Success	Q35, Q36, Q37	
Life Success	Q38, Q39, Q40	

3.2.3. Moderating Variable

Gender/Sex (sex)

To examine possible differences between motivational factors of men and women Foreign Service Officers to career success, gender or sex was used as a moderator variable with two attributes: male and female. The researcher explored whether the relationship between motivation and subjective career success would be affected, either strengthened or weakened, by the moderator.

3.2.4. Other Demographic Variables

The researcher used other demographic variables such as age (*age*), civil status (*cstat*), rank (*rank*), and total number of years in government (*yrsgov*) as control variables. These were taken into consideration based on the concentric model of environmental layers (Lent, et al., 2000), where a person's individual choices is affected by other factors. These characteristics were used for descriptive analysis of the study. Likewise, in order to prevent the endogeneity problem, these variables were included as controls in the regression model.

3.3. Data Collection

The study is a quantitative research which utilized a survey research design. The study used primary data collected through questionnaires which were distributed to Foreign Service Officers currently employed in the Philippine Department of Foreign Affairs. The questionnaire was distributed by e-mail through the Google forms platform. The data collection period was from 10 September 2020 until 30 September 2020. All responses in the online survey were retained as anonymous and confidential, and only the average values of the responses were used for purposes of data analysis.

3.4. Population and Sample

The population will be the total number of Foreign Service Officers (FSOs), from the rank of Foreign Service Officer, Class IV (FSO IV) to Chief of Mission, Class II (CM II), currently employed in the Department of Foreign Affairs. These FSOs are in the Home Office in Manila and are also deployed in different countries, in various Posts all over the world. The sampling frame utilized was the Biographic Register of the Department which contains the list of all the FSOs. For purposes of this study, the researcher considered FSO IV to CM II positions, since these are ranks perceived to have the opportunity to move higher up the career ladder. Chiefs of Mission I (CM I) positions have reached the highest level in terms of FSO rank and were no longer included as part of the population.

Based on Krejcie and Morgan's (1970) conventional approach to determine the sample size with a margin of error of plus/minus 5%, since the current population (N) or total number of FSOs from FSO IV to CM II ranks is N=499, the ideal sample size (n) is n=218. The sampling method used was a stratified sampling technique. However, the actual number of respondents at the end of data collection were 163 FSOs, which represents a 75% response rate. The actual margin of error based on the actual sample size is 6%.

3.5. Data Analysis

The data collected through the online survey was then organized, checked, coded, and processed using an Excel spreadsheet and through statistical programs, Statistical Package for the Social Sciences (SPSS) and the SAS University Edition. Descriptive statistics, correlation analysis, regression analysis, and hypothesis testing, were also performed through these statistical programs. The results of the tests performed are discussed in the succeeding chapter.

3.6. Validity and Reliability

Validity is established when the instrument accurately reflects the concept it is intended to measure (Babbie, 2015). To ensure construct and content validity, the researcher conducted a thorough literature review and constructed the motivation scale based on numerous previous studies and scales, and published research. The operationalization of terms used in the research was also a product of a comprehensive review of related studies.

To further improve the level of validity, a pilot-test of the questionnaire was administered among peers in the academe and in the Department. The respondents were asked to critique and evaluate each question in the survey. The questions were further adjusted and modified based on the feedback gathered from the pilot-tested survey. The subjective career success scale, on the other hand, is an existing scale developed by Gattiker and Larwood (1986), and is widely-accepted as a valid SCS measure.

Reliability means that the measurement, even if applied repeatedly, would yield the same results each time (Babbie, 2015). To address this, the Cronbach's alpha (α) test was used to determine whether the motivation scales and the subjective career success scale was reliable. Based on the rule of George and Mallery (2003), on a scale of 0 to 1, a Cronbach's α closer to 1 suggests a greater internal consistency of the items in the scale. The results of the reliability test is discussed in the succeeding chapter.

Chapter 4. Data Analysis and Results

This chapter illustrates the results of the data collection and analysis conducted. The descriptive statistics of survey respondents will be discussed, as well the descriptive statistics of each variable. The results of statistical analysis will also be presented in order to address the objective of the study and test the hypotheses provided in the previous chapters.

4.1. Descriptive Statistics of Survey Respondents

A total of 163 Foreign Service Officers participated in the final sample of this study. The demographic characteristics of the respondents are shown in Table 4.1. The respondents comprise of 87 females (54%) and 76 males (46.6%). Half of said respondents are between 36 to 45 years of age (50.3%), while the second largest group by age are between 26 to 35 years old (31.3%). There were no respondents below the age of 25, which may suggest that individuals enter the Foreign Service usually in their late twenties. The mandatory retirement age in the Philippines is 65 years old, hence, the last age range is 56 to 65 years old (5.5%).

Based on civil status, majority of the respondents are single (59.5%). Married participants make up 37.4% of the total, while the remaining 3.1% are made up of respondents who are separated (n=1), widowed (n=2), or with partner (n=2).

In terms of rank, Foreign Service Officers, Class IV to Class I make up more than 85% of the respondents, 25.8% of whom have the rank of FSO II. FSO IV respondents make up 24.5% of respondents, 19% are FSO III, and 16.6% are FSO I. Senior officials with the rank of Career Minister and Chief of Mission Class II account for 14% of the total respondents.

Almost half of the respondents have been serving in the government for up to 10 years (48.5%). While those who have served for 11-20 years make up 33.1%

of the total number. Only 5 respondents have served the government for more than 31 years, suggesting that some FSOs can accumulate up to 40 years of service in the government, depending on their age and date of entry to government service.

**Table 4.1. Demographic Characteristics of Respondents
(n=163)**

Variable	Category	Frequency	Valid percentage
Gender	Male	76	46.6%
	Female	87	53.4%
Age	26-35 years old	51	31.3%
	36-45 years old	82	50.3%
	46-55 years old	21	12.9%
	56-65 years old	9	5.5%
Civil Status	Single	97	59.5%
	Married	61	37.4%
	Separated	1	0.6%
	Widowed	2	1.2%
	With Partner	2	1.2%
Rank	Chief of Mission, Class II	7	4.3%
	Career Minister	16	9.8%
	Foreign Service Officer, Class I	27	16.6%
	Foreign Service Officer, Class II	42	25.8%
	Foreign Service Officer, Class III	31	19.0%
	Foreign Service Officer, Class IV	40	24.5%
Total Number of Years in Government	0-10 years	79	48.5%
	11-20 years	54	33.1%
	21-30 years	25	15.3%
	31-40 years	5	3.1%

With regard to the level of representativeness of the participants in the survey in comparison with the overall population of Foreign Service Officers, Table 4.2 illustrates the total population vis-à-vis the sample size, sorted according to rank and gender. The total percentage of females in the population and sample

are 48.9% and 53.4%, respectively. Both being more or less half of the total number of population and sample reflects the representativeness of the survey participants in the study in terms of gender. The percentage values across ranks are also relatively close to each other when comparing population versus the sample, except for Chief of Mission, Class II (N=65, 13%; n=7, 4.3%) and Career Minister (N=85, 17%; n=16, 9.8%). This shows that the respondents' rank and gender were found to be relatively in proportion with the population distribution.

Table 4.2. Comparison of Actual Survey Respondents to the Population

Rank	Type	Male	Female	Total
Chief of Mission, Class II	Population	43 66.2%	22 33.8%	65 13.0%
	Sample	5 71.4%	2 28.6%	7 4.3%
Career Minister	Population	44 51.8%	41 48.2%	85 17.0%
	Sample	9 56.3%	7 43.8%	16 9.8%
Foreign Service Officer, Class I	Population	55 63.2%	32 36.8%	87 17.4%
	Sample	13 48.1%	14 51.9%	27 16.6%
Foreign Service Officer, Class II	Population	25 45.5%	30 54.5%	55 11.0%
	Sample	19 45.2%	23 54.8%	42 25.8%
Foreign Service Officer, Class III	Population	33 47.8%	36 52.2%	69 13.8%
	Sample	13 41.9%	18 58.1%	31 19.0%
Foreign Service Officer, Class IV	Population	55 39.9%	83 60.1%	138 27.7%
	Sample	17 42.5%	23 57.5%	40 24.5%
Total	Population	255 51.1%	244 48.9%	499 100%
	Sample	76 46.6%	87 53.4%	163 100%

4.2. Descriptive Statistics of Variables

The descriptive statistics of the independent variables (intrinsic and extrinsic motivation) and the dependent variable (subjective career success) are presented in this section in order to provide more information about the responses gathered from the sample. The aforementioned variables were measured using a 5-point Likert-scale questionnaire. Respondents were asked to choose their answers from a range of strongly disagree (1) to strongly agree (5).

4.2.1. Descriptive Statistics of Independent Variables

Table 4.3 displays the descriptive statistics in relation to the independent variables (intrinsic and extrinsic motivation). Based on a mean of 4.17 (sd=0.42), it shows that most respondents have high levels of intrinsic motivation. Extrinsic motivation has a mean of 3.90 (sd=0.52), which also indicates high levels of the same. This suggests that, although both aspects of motivation are high, the respondents are more intrinsically rather than extrinsically motivated. A more detailed investigation of the responses for each of the independent variables, including demographic information, will be discussed in succeeding sections.

Table 4.3. Summary of Descriptive Statistics of Independent Variables

Independent Variables	n	mean	sd	Min	Max
Intrinsic Motivation	163	4.17	0.42	2.67	4.92
Extrinsic Motivation	163	3.90	0.52	2.22	4.89

4.2.2. Descriptive Statistics of Intrinsic Motivation

Intrinsic motivation was measured through questions 1 to 12 (see Appendix for the full questionnaire). The survey items for intrinsic motivation were further subdivided into self-efficacy, personal growth, autonomy, affiliation, achievement, and recognition. Table 4.4 presents the result of responses according to survey items.

The highest mean score is 4.77 (question no. 10), which is related to achievement or the desire to excel and succeed measure against a personal standard of excellence. Out of the total number of respondents, 77.3% said that they strongly agree that it is important that they do their job well. It is also worthy to note that all mean scores for questionnaire items for intrinsic motivation are above 3, with the lowest mean score being 3.37 (question no. 7). For this item related to autonomy, only 42.9% of respondents agree that they are free to express their ideas and opinions on the job. This relatively low mean score may suggest that the respondents feel they have low autonomy on the job.

Table 4.4. Descriptive Statistics for Intrinsic Motivation

#	Question Item	m	sd	Percentage				
				S/D	D	N	A	S/A
1	I believe I have the necessary capabilities to do my job	4.32	0.61	0	0	7.4	53.4	39.3
2	I feel competent when I am at work	4.31	0.64	0	0.6	8.0	50.9	40.5
3	I chose this type of work to attain my personal goals	4.17	0.85	1.2	1.8	16.0	41.1	39.9
4	Doing this job gives me a sense of personal accomplishment	4.39	0.78	0.6	2.5	7.4	36.2	53.4
5	I take on more challenges at work for my personal growth	4.19	0.87	1.8	3.1	9.8	44.8	40.5
6	The organization allows me to improve my competencies	3.79	1.01	3.7	6.1	23.3	41.7	25.2
7	I am free to express my ideas and opinions on the job	3.37	1.00	4.3	16.0	27.6	42.9	9.2

8	I have freedom to decide how my tasks get done	3.60	0.88	1.2	9.8	30.1	46.0	12.9
9	Having good relations with peers is important to me	4.52	0.66	0	1.8	3.7	35.6	58.9
10	It is important that I do well in my job	4.77	0.44	0	0	0.6	22.1	77.3
11	I do my work vis-à-vis my own personal standards	4.28	0.78	0	4.9	5.5	46.6	42.9
12	I am more motivated when my work is recognized	4.39	0.66	0	0	9.8	41.7	48.5

Note: m=mean; sd=standard deviation; S/D= strongly disagree; D=disagree; N=neither agree nor disagree; A=agree; S/A=strongly agree

A more detailed examination of the descriptive statistics on demographic categories for intrinsic motivation is shown in Table 4.5. In the gender category, males have a mean score of 4.14 and females have a mean score of 4.19. This shows that, in general, males and females relatively have the same level of intrinsic motivation. However, in terms of age, officers aged 46 to 55 years old have the highest mean score of 4.64, and those who are in the lowest age range of 26 to 35 years old have the lowest mean score of 3.98.

Under civil status, those who are widowed have the highest mean score (n=2; mean=4.5), followed by married officers (n=61, mean=4.32). This implies that those who have lost their husbands or wives, and those who are presently married, both have higher levels of intrinsic motivation. For the category rank, Career Ministers (n=16; mean=4.44) and Chief of Mission, Class II (n=7; mean=4.40) officers have the highest mean scores. Officers who have stayed in government service for 21 to 31 years have the highest mean score (n=25; mean=4.42). This is followed by individuals who have stayed in government for 31 to 40 years (n=5; mean=4.28). The data shows that those who are in the highest and second highest ranks, and those who have stayed in government service for over 20 years have high levels of intrinsic motivation.

Table 4.5. Demographic Comparison for Intrinsic Motivation

Variables	Category	n	mean	sd	Min	Max
Gender	Male	76	4.14	0.41	2.92	4.83
	Female	87	4.19	0.44	2.67	4.92
Age	26-35 years	51	3.98	0.42	2.92	4.67
	36-45 years	82	4.20	0.42	2.67	4.92
	46-55 years	21	4.64	0.29	3.75	4.83
	56-65 years	9	4.31	0.26	3.92	4.67
Civil Status	Single	97	4.07	0.43	2.67	4.75
	Married	61	4.32	0.38	3.33	4.92
	Separated	1	4	-	4	4
	Widowed	2	4.5	0.35	4.25	4.75
	With Partner	2	4.29	0.06	4.25	4.33
Rank	FSO IV	40	4.16	0.39	3.33	4.75
	FSO III	31	3.92	0.48	2.92	4.75
	FSO II	42	4.21	0.35	3.58	4.92
	FSO I	27	4.19	0.47	2.67	4.83
	CARMIN	16	4.44	0.28	3.92	4.83
	CM II	7	4.40	0.35	3.92	4.83
Total Number of Years in Government	0-10 years	79	4.06	0.44	2.92	4.75
	11-20 years	54	4.22	0.41	2.67	4.92
	21-30 years	25	4.42	0.33	3.75	4.83
	31-40 years	5	4.28	0.10	4.17	4.42

4.2.3. Descriptive Statistics of Extrinsic Motivation

Descriptive statistics for the second independent variable, extrinsic motivation, is presented in Table 4.6. Extrinsic motivation includes total compensation, promotion opportunities, fear of punishment, working conditions, and job security. These were measured with 9 items (questions 13 to 21) on a 1 to 5 Likert-scale.

Notably, the question item with the highest mean score (mean=4.71) is related to working conditions, where 73% of the respondents strongly agreed that having a conducive working environment is ideal for them. The lowest mean

score among items for extrinsic motivation is related to total compensation (question no. 13; mean=3.29). Out of all responses gathered, 40.5% agree that they do the job for the salary it gives them, while 23.3% of the total either disagree or strongly disagree that they are motivated to do the job because of the salary. Since the mean is quite low, it implies that generally, officers do not do the job for the money, but because of other factors which may be intrinsic in nature.

Table 4.6. Descriptive Statistics for Extrinsic Motivation

#	Question Item	m	sd	Percentage				
				S/D	D	N	A	S/A
13	I do this job for the salary it gives me	3.29	1.11	8.6	14.7	25.8	40.5	10.4
14	This type of work allows me to attain a certain standard of living	3.86	0.85	0.6	6.1	22.1	49.1	22.1
15	Incentives help me perform better	3.94	0.95	1.8	3.7	25.8	36.2	32.5
16	If I do my job well, there is a higher chance of being promoted	3.55	1.12	6.7	9.2	27.0	36.8	20.2
17	If I do not do my job, there will be repercussions	3.98	1.05	4.3	3.7	18.4	36.8	36.8
18	My reputation depends on the kind of work I do	4.15	0.94	1.8	3.1	17.2	33.7	44.2
19	Having a conducive working environment is ideal for me	4.71	0.51	0	0	2.5	24.5	73.0
20	The organization provides the support I need to do my job	3.38	0.91	4.3	9.8	36.2	42.9	6.7
21	This job offers me security	4.24	0.77	0	3.1	11.0	44.8	41.1

Note: m=mean; sd=standard deviation; S/D= strongly disagree; D=disagree; N=neither agree nor disagree; A=agree; S/A=strongly agree

A demographic comparison on the descriptive statistics of extrinsic motivation was also conducted. As shown in Table 4.7, males have a mean score of 3.95 (n=76), while females' mean score is 3.85 (n=87). The data indicates a high level of extrinsic motivation for both males and females. The data also illustrates that the highest mean score in the age category is for those who are 46 to 55 years old (n=21; mean=4.19), followed by individuals who are 26 to 45 years of age (n=82; mean=3.95).

For civil status, “separated” has the highest mean score (n=1; mean=4.33), while those with partners have the lowest mean score (n=2; mean=2.89). Among ranks, Chief of Mission, Class II has the highest mean score (n=7; mean=4.19), while officers with the rank of Career Ministers comes in second with a mean of 4.06 (n=16). Individuals who have stayed in government service for over 20 years also have the highest mean scores for extrinsic motivation. The mean score of those who have been in government for 21 to 30 years is 4.16 (n=25), and 3.98 (n=5) for those who have served for more than 30 years.

Table 4.7. Demographic Comparison for Extrinsic Motivation

Variables	Category	n	mean	sd	Min	Max
Gender	Male	76	3.95	0.57	2.22	4.89
	Female	87	3.85	0.48	2.67	4.78
Age	26-35 years	51	3.70	0.55	2.22	4.78
	36-45 years	82	3.95	0.48	2.78	4.89
	46-55 years	21	4.19	0.52	2.44	4.78
	56-65 years	9	3.90	0.35	3.33	4.44
Civil Status	Single	97	3.82	0.52	2.22	4.78
	Married	61	4.04	0.47	2.44	4.89
	Separated	1	4.33	-	4.33	4.33
	Widowed	2	4.22	0.16	4.11	4.33
	With Partner	2	2.89	0.31	2.67	3.11
Rank	FSO IV	40	3.90	0.45	2.89	4.78
	FSO III	31	3.62	0.59	2.22	4.67
	FSO II	42	4.03	0.50	3	4.89
	FSO I	27	3.86	0.57	2.44	4.56
	CARMIN	16	4.06	0.39	3.33	4.78
	CM II	7	4.19	0.29	3.78	4.56
Total Number of Years in Government	0-10 years	79	3.82	0.56	2.22	4.78
	11-20 years	54	3.88	0.51	2.44	4.78
	21-30 years	25	4.16	0.36	3.44	4.89
	31-40 years	5	3.98	0.30	3.56	4.22

4.2.4. Descriptive Statistics of the Dependent Variable

The descriptive statistics for subjective career success and its dimensions: job success, interpersonal success, financial success, hierarchical success, and life success, is illustrated in Table 4.8. The highest mean score is for life success (4.23), which shows that, officers, in general, have a considerably high level of perceived life success. Interpersonal success has the second highest mean score of 4.17. Third is job success, which has a mean score of 3.94, followed by hierarchical success (3.36). Hierarchical success, is also relatively low (mean=3.36), and this pertains to the respondents' satisfaction with the promotion opportunities. Financial success has the lowest mean score (3.26), which may indicate that officers feel the pay they are receiving is not reciprocal to the amount of work or the kind of work that they do. This information also suggests that although financial success is relatively lower compared to other dimensions, officers are still generally satisfied with their life overall.

Table 4.8. Descriptive Statistics of Subjective Career Success Dimensions

Dependent Variable	n	mean	sd	Min	Max
Job Success	163	3.94	0.55	1.62	5
Interpersonal Success	163	4.17	0.55	2.75	5
Financial Success	163	3.26	1.14	1.	5
Hierarchical Success	163	3.36	0.85	1.33	5
Life Success	163	4.23	0.68	1.67	5

Table 4.9 provides more details on the descriptive statistics of subjective career success, per question item. Based on the responses gathered for subjective career success, the item with the highest mean score (mean=4.45) is associated with job success, where more than half or 54.6% of respondents strongly agree

that they are given enough responsibility in their jobs. However, it is also worthy to note that another question related to job success, “*I am most happy when I am at work*”, got the lowest mean score (mean=3.26). Only 6.7% strongly agree with the statement, and 38% agree with the same. This may explain why the total mean score of job success is only third among the dimensions of subjective career success, as mentioned above.

Prior to job success, interpersonal success has the second highest mean score when comparing against all the SCS dimensions. In particular, for the question item related to interpersonal success (question no. 30), 60.7% of the respondents agree and 24.5% strongly agree that they are respected by their peers. Meanwhile, the dimension of subjective career success with the lowest mean score is related to financial success (mean=3.26), where 16% disagree, and 8.6% strongly disagree that they are earning as much as they think their work is worth.

Table 4.9. Descriptive Statistics of Subjective Career Success

#	Question Item	m	sd	Percentage				
				S/D	D	N	A	S/A
22	I am receiving positive feedback about my performance	3.96	0.79	0.6	3.7	18.4	54.0	23.3
23	I am offered opportunities for further education by the organization	3.64	0.97	3.7	6.1	30.7	41.1	18.4
24	I have enough responsibility on my job	4.45	0.67	0	0.6	8.0	36.8	54.6
25	I am fully backed by my manager(s) at work	4.01	0.90	1.8	4.3	16.0	47.2	30.7
26	I am in a job which offers me a chance to learn new skills	4.20	0.85	1.8	1.8	11.0	44.8	40.5
27	I am most happy when I am at work	3.26	0.99	6.7	12.3	36.2	38.0	6.7
28	I am dedicated to my work	4.39	0.64	0.6	0	4.9	49.1	45.4
29	I am in a position to do mostly work which I really like	3.58	0.94	2.5	8.6	33.1	40.5	15.3
30	I am respected by my peers	4.09	0.66	0.6	0	14.1	60.7	24.5
31	I am getting good performance evaluations	4.22	0.69	0	1.2	11.7	50.9	36.2

32	I am accepted by my peers	4.19	0.67	0	1.2	11.0	55.2	32.5
33	I have my superior's confidence	4.18	0.72	0	1.2	14.7	48.5	35.6
34	I am earning as much as I think my work is worth	3.26	1.14	8.6	16.0	29.4	32.5	13.5
35	I am pleased with the promotions I have received so far (no answer; n=25, 15.3%)	2.92	1.59	5.5	9.2	24.5	32.5	12.9
36	I am reaching my career goals within the time frame I set for myself	3.33	0.95	3.1	14.7	38.0	34.4	9.8
37	I am in a job which offers promotional opportunities	3.84	0.81	1.2	3.7	23.3	53.4	18.4
38	I am happy with my private life	4.23	0.79	0	3.1	12.9	42.3	41.7
39	I am enjoying my non-work activities	4.32	0.79	0	3.7	9.2	38.7	48.5
40	I am satisfied with my life overall	4.18	0.80	1.2	2.5	9.2	50.9	36.2

Note: m=mean; sd=standard deviation; S/D= strongly disagree; D=disagree; N=neither agree nor disagree; A=agree; S/A=strongly agree

In Table 4.10, the demographic comparison for subjective career success is presented in more detail. Males (n=76; mean=3.92) and females (n=87; mean=3.89) have considerably high levels of subjective career success. For age, individuals who are 46 to 55 years old have the highest mean score (n=21; mean=4.22). The data also shows that both married and widowed respondents have a high mean score of 4.10. In the rank category, Chief of Mission, Class has the highest mean score of 4.35, followed by Career Ministers, with a mean score of 4.17. Further, those who have stayed in government service for over 20 years have the highest mean scores, 21 to 30 years (n=25; mean=4.22), and 31-40 years (n=5; mean=4.19).

Table 4.10. Demographic Comparison for Subjective Career Success

Variables	Category	n	mean	sd	Min	Max
Gender	Male	76	3.92	0.49	2.84	5
	Female	87	3.89	0.45	2.63	4.84
Age	26-35 years	51	3.69	0.44	2.63	4.89
	36-45 years	82	3.95	0.46	2.95	5
	46-55 years	21	4.22	0.35	3.32	4.68
	56-65 years	9	4.06	0.43	3.37	4.74

Civil Status	Single	97	3.80	0.44	2.63	4.89
	Married	61	4.10	0.46	3.05	5
	Separated	1	3.05	-	3.05	3.05
	Widowed	2	4.10	0	4.11	4.11
	With Partner	2	3.66	0.26	3.47	3.84
Rank	FSO IV	40	3.82	0.48	2.63	4.89
	FSO III	31	3.66	0.46	2.68	4.79
	FSO II	42	3.94	0.43	3.21	5
	FSO I	27	4.01	0.42	3.32	4.84
	CARMIN	16	4.17	0.42	3.05	4.74
	CM II	7	4.35	0.34	3.84	4.68
Total Number of Years in Government	0-10 years	79	3.75	0.46	2.63	4.89
	11-20 years	54	3.96	0.44	3.05	5
	21-30 years	25	4.22	0.35	3.37	4.84
	31-40 years	5	4.19	0.48	3.63	4.74

4.3. Results of the Reliability Test

To test reliability, the researched utilized SPSS to do the reliability tests of the motivation scales and the subjective career success scale. The reliability tests yielded a Cronbach's α of 0.781 for the intrinsic motivation scale and 0.729 for the extrinsic motivation scale. A Cronbach's α of 0.856 for the subjective career success scale was also obtained. As mentioned in Chapter 3, a Cronbach α closer to 1 means greater internal consistency and reliability. Therefore both scales are considered as having good reliability.

Table 4.11. Results of Reliability Test according to Variables

Variables	Items	Measurement	Cronbach's α
Intrinsic Motivation	1-12 (12 items)	Average	0.781
Extrinsic Motivation	13-21 (9 items)	Average	0.729
Subjective Career Success	22-40 (21 items)	Average	0.856

4.4. Bivariate Correlations between Variables in the Study

4.4.1. Results of Pearson's Linear Correlation Coefficient Tests

The Pearson correlation coefficients between each pair of variables were computed and are presented in Table 4.12. This shows the correlation tests performed between subjective career success and intrinsic and extrinsic motivation, as well as the control variables (age, civil status, rank, and total number of years in government), and the moderator variable (gender).

Intrinsic motivation has a strong positive correlation with subjective career success ($r=0.70, <.0001$). Extrinsic motivation, on the other hand, has a close to moderate positive correlation with the dependent variable ($r= 0.49, <.0001$). Both are significant at the 0.01 level. This implies that, the higher the intrinsic and extrinsic motivation, the higher the level of subjective career success. It likewise implies that subjective career success is related more to intrinsic motivation than extrinsic motivation.

On the other hand, the demographic variables show a weak positive relationship with subjective career success, which means that they could have a minor effect to the dependent variable. A multiple regression analysis was conducted to further investigate these results, and will be discussed in the next sections.

Meanwhile, the moderate positive correlation between the two independent variables ($r=0.52$) indicate a possible presence of multicollinearity. A test for tolerance and variance inflation factors was conducted prior to doing to the multiple regression in order to determine whether there is a multicollinearity problem.

Table 4.12. Pearson Correlation Coefficients

(n=163)

Variables	IMOV	EMOV	Age	CStat	Rank	YrsGov	Sex	SCS
1. IMOV	1							
2. EMOV	0.51553** <.0001	1						
3. Age	0.32392** <.0001	0.23314** 0.0027	1					
4. CStat	0.23941** 0.0021	0.05934 0.4518	0.26880** 0.0005	1				
5. Rank	0.22604** 0.0037	0.15726* 0.0450	0.73834** <.0001	0.35303** <.0001	1			
6. YrsGov	0.28647** 0.0002	0.19016* 0.0150	0.71868** <.0001	0.31723** <.0001	0.77251** <.0001	1		
7. Sex	-0.06212 0.4308	0.09864 0.2103	0.06971 0.3766	0.10798 0.1701	0.11471 0.1448	0.12626 0.1083	1	
8. SCS	0.70268** <.0001	0.48659** <.0001	0.33263** <.0001	0.17384* 0.0265	0.31962** <.0001	0.36101** <.0001	0.03171 0.6878	1

*Note: **Correlation is significant at the 0.01 level*

** Correlation is significant at the 0.05 level*

4.4.2. Tolerance and Variance Inflation Factors (VIF) Test

Multicollinearity was tested among the independent variables by looking at the tolerance and variance inflation factors ($VIF > 10$). Tolerance should not fall below 0.1 in order to say that there is no threat of multicollinearity. VIF scores less than 10 also means there is no presence of multicollinearity, while VIF scores larger than 10 indicates high multicollinearity. After conducting the collinearity tests, both independent variables (intrinsic and extrinsic motivation) show a high tolerance and VIF scores of < 10 . Intrinsic motivation has a tolerance of 0.64 and VIF score of 1.57, while extrinsic motivation has a tolerance of 0.70 and VIF score of 1.42. The other demographic variables also show high tolerance and low VIF scores. This indicates the absence of the multicollinearity problem in the regression model, meaning, the independent variables are not correlated. A summary of the tolerance and VIF test conducted is provided in Table 4.13.

Table 4.13. Results of Tolerance and Variance Inflation Factors Test

Variable	Tolerance	VIF
Intrinsic Motivation	0.63841	1.56639
Extrinsic Motivation	0.70439	1.41966
Age	0.38309	2.61033
Civil Status	0.82848	1.20703
Rank	0.32077	3.11750
Years in Government	0.34750	2.87766
Sex/Gender	0.94073	1.06300

4.5. Hypotheses Tests

In order to test the hypotheses stated in Chapter 3, a multiple linear regression was conducted between independent variables (intrinsic and extrinsic motivation) and dependent variable (subjective career success), including the control variables (age, civil status, rank, and years in government) and the moderator variable (gender). The detailed results of the regression analysis and hypotheses tests conducted are presented in this section. The standardized estimates were obtained from the results in order to compare the magnitude of the two independent variables towards the dependent variable.

4.5.1. Hypothesis 1: Intrinsic Motivation positively affects Subjective Career Success of Foreign Service Officers

To test hypothesis 1, a multiple linear regression was done between the independent variables and the dependent variable, subjective career success (SCS). Control variables (age, civil status, rank, years in government) were included in the regression model, as well as the moderator variable (gender/sex). The regression model used is provided below:

$$\text{Model 1: SCS} = \beta_0 + \beta_1 \text{IMOV} + \beta_2 \text{EMOV} + \beta_3 \text{age} + \beta_4 \text{cstat} + \beta_5 \text{rank} + \beta_6 \text{yrsgov} + \beta_7 \text{sex} + \beta_8 (\text{IMOV} * \text{sex}) + \beta_9 (\text{EMOV} * \text{sex}) + E$$

The model includes β_0 as the intercept of the relationship between the independent variables and SCS, and β_1 to β_9 are coefficients of the parameter estimates of each corresponding variables mentioned above. E represents the error term.

The result of the multiple linear regression using Model 1 is shown in the table below. Model fit or R^2 is 0.59, which means about 59% of the variance of subjective career success or SCS can be explained by the independent variables, intrinsic and extrinsic motivation, when the effect of demographic variables is

controlled. Looking at the P value ($\alpha=0.05$), IMOV is significant and is affecting SCS. Specifically, every 1 unit increase of intrinsic motivation will increase subjective career success by 0.54, when controlling for age, civil status, rank, and years in government.

**Table 4.14. Regression Analysis for IMOV and EMOV with SCS
(n=163)**

	Standardized Estimate	Standard Error	Pr> t
Intercept	0	0.53	0.1965
IMOV	0.54	0.13	<.0001
EMOV	0.26	0.09	0.0157
Age 26-35 years	0.29	0.18	0.1118
Age 36-45 years	0.31	0.17	0.0819
Age 46-55 years	0.13	0.15	0.2586
Age 56-65 years	0	.	.
Single	0.13	0.25	0.6146
Married	0.17	0.25	0.5015
Separated	-0.13	0.43	0.0677
Widowed	-0.003	0.36	0.9671
With Partner	0	.	.
FSO IV	-0.37	0.20	0.0422
FSO III	-0.31	0.19	0.0561
FSO II	-0.34	0.18	0.0459
FSO I	-0.20	0.17	0.1375
CARMIN	-0.13	0.16	0.1964
CM II	0	.	.
0-10 years in gov	-0.30	0.22	0.2139
11-20 years in gov	-0.21	0.21	0.3394
21-30 years in gov	-0.15	0.19	0.3075
31-40 years in gov	0	.	.
Sex Female	0.51	0.53	0.3745
Sex Male	0	.	.
IMOV*Female	0.21	0.15	0.7589
IMOV*Male	0	.	.
EMOV*Female	-0.73	0.13	0.1681
EMOV*Male	0	.	.

4.5.2. Hypothesis 2: Extrinsic Motivation positively affects Subjective Career Success of Foreign Service Officers

For hypothesis 2, the same multiple linear regression model was used to test the relationship between extrinsic motivation and subjective career success. Based on results presented in Table 4.14, EMOV is significant at a confidence level of 95% ($p < 0.0157$), which means extrinsic motivation affects subjective career success. Every 1 unit increase of extrinsic motivation will result to an increase in subjective career success by 0.26, when age, civil status, rank, and years in government are controlled.

4.5.3. Hypothesis 3.a: Gender will moderate the effect of Intrinsic Motivation to Subjective Career Success

In order to test hypothesis 3, the moderator variable, gender/sex, was included in the regression model. Using model 1 and the results in Table 4.14, we check whether gender affects the strength of the relationship between intrinsic motivation and career success and extrinsic motivation and subjective career success. An interaction term between IMOV and sex, and EMOV and sex has been included in the regression model in order to test this relationship.

According to the results of the regression, the relationship is not statistically significant ($p < 0.7589$). Therefore, gender is not affecting the strength of the relationship between intrinsic motivation and subjective career success.

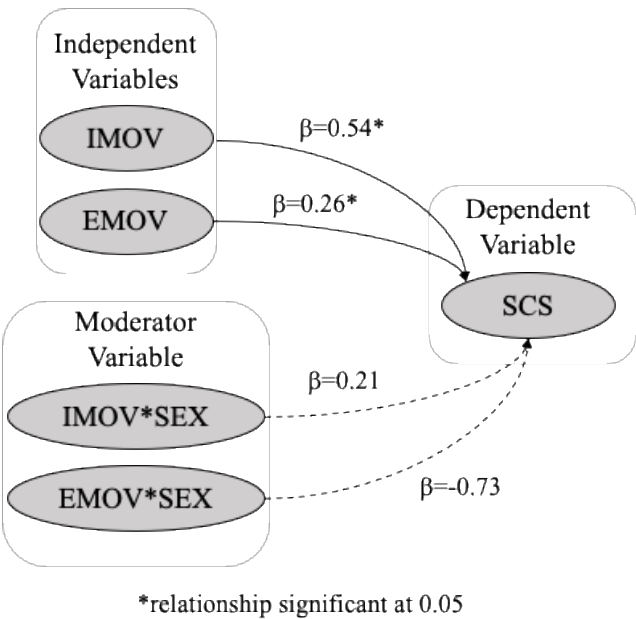
4.5.4. Hypothesis 3.b: Gender will moderate the effect of Extrinsic Motivation to Subjective Career Success

For extrinsic motivation, using the results in Table 4.14 above, we see that the relationship between EMOV and sex is not statistically significant at 95% confidence level (P-value is 0.1681, which is greater than $\alpha = 0.05$). The

results reveal that gender is not moderating the relationship between extrinsic motivation and subjective career success. Therefore, we do not have sufficient evidence to support the hypothesis that gender will moderate the effect of extrinsic motivation to subjective career success.

To summarize, figure 4.1 below presents the summary of the relationship significance among main the primary variables of interest in the study, including the regression coefficients. Both intrinsic and extrinsic motivation positively affects subjective career success, where intrinsic motivation affects SCS more than extrinsic motivation. For the moderator variable, gender, it is found to be statistically insignificant for both independent variables.

Figure 4.1. Relationship significance of Independent and Moderator Variables



A summary of the hypotheses tests performed is shown in Table 4.15 below. From the information gathered from the hypotheses tests, we ascertain that the first two hypotheses are supported. However, the two remaining hypotheses on moderating role of gender to the impact of motivation on subjective career success, are unsupported.

Table 4.15. Summary of Hypotheses Tests

Hypotheses	Remarks
H1: Intrinsic Motivation positively affects Subjective Career Success of Foreign Service Officers	Supported
H2: Extrinsic Motivation positively affects Subjective Career Success of Foreign Service Officers	Supported
H3.a: Gender will moderate the effect of Intrinsic Motivation to Subjective Career Success	Not Supported
H3.b Gender will moderate the effect of Extrinsic Motivation to Subjective Career Success	Not Supported

4.6. Multiple Regression Analysis

To test which dimensions of subjective career success are being affected by either intrinsic and extrinsic motivation, multiple regressions on each of the dimension (job success, interpersonal success, financial success, interpersonal success, and life success) were also conducted. The same control variables and moderator variables were used in this analysis, as what was used for the main dependent variable, SCS. The results of the regression analysis on control variables and moderator variables for each of the dimension, which were found to be insignificant at alpha 0.05, were omitted in the succeeding tables presented for brevity.

The following model was used to obtain the relationship between both independent variables, to the first dimension, job success (JOBSCS):

$$\text{Model 2: JOBSCS} = \beta_0 + \beta_1 \text{IMOV} + \beta_2 \text{EMOV} + \beta_3 \text{age} + \beta_4 \text{cstat} + \beta_5 \text{rank} + \beta_6 \text{yrsgov} + \beta_7 \text{sex} + \beta_8 (\text{IMOV} * \text{sex}) + \beta_9 (\text{EMOV} * \text{sex}) + E$$

It was found that only intrinsic motivation is significantly affecting job success, while extrinsic motivation was statistically insignificant. With an R^2 of 0.53, or 53% of the variation of job success can be explained by the independent variables, one unit of increase in intrinsic motivation, will increase job success by 0.60. The results are presented in the following table:

Table 4.16. Regression Analysis for IMOV and EMOV with JOBSCS

Parameter	Standardized Estimates	Standard Error	Pr > t
Intercept	0	0.66	0.7274
IMOV	0.60	0.16	<.0001
EMOV	0.18	0.12	0.1177

For the second dimension of SCS, interpersonal success (INTERSCS), the following model was used, using the same control variables and moderator variable. Model fit is 42%, and the results of the regression are presented in Table 4.17 below.

$$\text{Model 3: INTERSCS} = \beta_0 + \beta_1 \text{IMOV} + \beta_2 \text{EMOV} + \beta_3 \text{age} + \beta_4 \text{cstat} + \beta_5 \text{rank} + \beta_6 \text{yrsgov} + \beta_7 \text{sex} + \beta_8 (\text{IMOV} * \text{sex}) + \beta_9 (\text{EMOV} * \text{sex}) + E$$

Using the above regression model, it was found that, only intrinsic motivation is statistically significant, with a regression coefficient of 0.47. Therefore, only intrinsic motivation and not extrinsic motivation is affecting interpersonal success.

Table 4.17. Regression Analysis for IMOV and EMOV with INTERSCS

Parameter	Standardized Estimates	Standard Error	Pr > t
Intercept	0	0.74	0.1327
IMOV	0.47	0.18	0.0008
EMOV	0.13	0.13	0.2831

For the third dimension, financial success (FINANSCS), the following regression model was used to obtain the relationship between intrinsic and extrinsic motivation and financial success:

$$\text{Model 4: FINANSCS} = \beta_0 + \beta_1 \text{IMOV} + \beta_2 \text{EMOV} + \beta_3 \text{age} + \beta_4 \text{cstat} + \beta_5 \text{rank} + \beta_6 \text{yrsgov} + \beta_7 \text{sex} + \beta_8 (\text{IMOV} * \text{sex}) + \beta_9 (\text{EMOV} * \text{sex}) + E$$

Model fit is 36%, and the results (Table 4.18) show that only extrinsic motivation is statistically significant, specifically, one unit increase of extrinsic motivation will increase financial success by 0.50.

Table 4.18. Regression Analysis for IMOV and EMOV with FINANSCS

Parameter	Standardized Estimates	Standard Error	Pr > t
Intercept	0	1.61	0.1258
IMOV	0.18	0.39	0.2086
EMOV	0.50	0.29	0.0002

For the fourth dimension of SCS, hierarchical success (HIERSCS), the following model was used. R^2 is 0.43, meaning 43% of the variation on hierarchical success is explained by the model.

$$\text{Model 5: HIERSCS} = \beta_0 + \beta_1 \text{IMOV} + \beta_2 \text{EMOV} + \beta_3 \text{age} + \beta_4 \text{cstat} + \beta_5 \text{rank} + \beta_6 \text{yrsgov} + \beta_7 \text{sex} + \beta_8 (\text{IMOV} * \text{sex}) + \beta_9 (\text{EMOV} * \text{sex}) + E$$

Results are presented in Table 4.19 below, which shows that only extrinsic motivation is affecting hierarchical success. One unit of increase in extrinsic motivation results to 0.29 increase in an individual's perceived hierarchical success. Intrinsic motivation was found to be insignificant at alpha 0.05. All other variables were also insignificant and not affecting hierarchical success.

Table 4.19. Regression Analysis for IMOV and EMOV with HIERSCS

Parameter	Standardized Estimates	Standard Error	Pr > t
Intercept	0	1.12	0.9528
IMOV	0.19	0.27	0.1631
EMOV	0.29	0.20	0.0229

Last but not the least, for the fifth dimension of SCS, life success (LIFESCS), the following model was used:

$$\text{Model 6: LIFESCS} = \beta_0 + \beta_1 \text{IMOV} + \beta_2 \text{EMOV} + \beta_3 \text{age} + \beta_4 \text{cstat} + \beta_5 \text{rank} + \beta_6 \text{yrsgov} + \beta_7 \text{sex} + \beta_8 (\text{IMOV} * \text{sex}) + \beta_9 (\text{EMOV} * \text{sex}) + E$$

With a model fit of 25%, both independent variables, intrinsic and extrinsic motivation, were found to be insignificant and are therefore, not affecting life success. The following results were obtained:

Table 4.20. Regression Analysis for IMOV and EMOV with LIFESCS

Parameter	Standardized Estimates	Standard Error	Pr > t
Intercept	0	1.12	0.0030
IMOV	0.23	0.27	0.1481
EMOV	-0.04	0.20	0.7769

4.7. Key Findings and Discussion

To test the relationship between intrinsic and extrinsic motivation and subjective career success, this quantitative study utilized descriptive statistics, correlation, and regression analysis. After data analysis was conducted, the following are the major findings of the study:

First, foreign service officers in the Department are highly intrinsically and extrinsically motivated. The descriptive statistics of both independent variables, where the mean score was 4.17 for intrinsic motivation, and 3.90 for extrinsic motivation, suggest that foreign service officers are both highly motivated by intrinsic and extrinsic factors. However, intrinsic motivation is relatively higher if we compare the difference between the two mean scores. The highest mean score among intrinsic motivation is related to the need for achievement (mean=4.77), that is, it is important for employees to do well in their jobs (for the motivation scale, see appendix). On the other hand, among extrinsic motivational factors, the item related to working conditions had the highest mean score (mean=4.71). We can infer that the respondents highly value having a safe and conducive working environment. Since the data was collected during the time of the pandemic, it may be well noted that people now, more than ever, value a safe and healthy working environment and the organizational support provided to be able to deliver work, despite the present circumstances.

Second, based on the demographic comparison on the descriptive statistics of each variable, we can infer that, the higher the officers move up the ranks (Chief of Mission, Class II and Career Minister-ranking officers have the highest mean scores) and the longer they stay in government service (those who have served for over 20 years in government showed highest mean scores), the higher intrinsic and extrinsic motivation they have. This indicates that officers who have climbed the career ladder and have stayed in government are highly-motivated and consequently, are also satisfied with their jobs.

Third, foreign service officers showed high levels of subjective career success. Among the four dimensions of SCS, life success has the highest mean score (mean=4.23). This indicates that generally, foreign service officers are happy with their private lives, are enjoying their non-work activities, and are satisfied with their life overall. However, the lowest aspect of subjective career success relates to financial success (mean=3.26), which denotes that they neither agree nor disagree that they are earning as much as they think their work is worth. They generally consider themselves as having a lower level of financial success

compared to other dimensions. This suggests that financial success is relatively low among officers in the Department, and it may mean that they are dissatisfied with the pay they are receiving compared to the inputs and efforts they are providing on the job. This may be attributed to the differences in allowances received by officers when they are at Post compared to when they are serving in the Home Office. Moreover, since the Philippine government follows a standardized salary, benefits, and allowances system, comparison of salary among peers in the Department may not be the issue, rather, they might be comparing with their private sector counterparts. Relatively, government employees receive a lower level of salary compared to the private sector, but most still choose to be employed in the government either because of security of tenure or the psychic income they receive from serving the country.

Another facet of job success, which asks whether respondents are most happy when they are at work, also resulted to a mean score of 3.26. Aside from this, other aspects of job success garnered relatively high mean scores, which is why job success ranks 3rd highest among subjective career success dimensions. The study reveals that Philippine foreign service officers in general consider themselves as successful in their career. The results of this study pertaining to subjective career success is important because, as emphasized by Gattiker and Larwood (1988), unlike the objective success criteria, which is measured by promotion, job rank, and increased salary, SCS may detect important career outcomes that are not assessable from personnel records. This may likewise affect individual performance and organizational performance.

Fourth, after performing the correlation analysis, we see that intrinsic motivation has a strong positive correlation with subjective career success ($r=0.70$), and a close to moderate positive correlation exists between extrinsic motivation and subjective career success ($r=0.49$). The rest of the variables, which are demographic variables, showed a weak positive correlation to subjective career success. The results of the correlation analysis, therefore, shows that subjective career increases when intrinsic motivation and extrinsic motivation increases.

Fifth, to further investigate the relationship among the aforementioned variables and compare the magnitude of how both intrinsic and extrinsic motivation affect subjective career success, a regression analysis was performed wherein beta coefficients were obtained. Both independent variables were statistically significant at 95% confidence level. Intrinsic motivation has a larger standardized coefficient than extrinsic motivation ($\beta=0.54 > \beta=0.26$), which underscores the results of previous descriptive and correlation analysis done. It indicates that officers' motivation towards subjective career success is associated more to intrinsic factors, compared to extrinsic factors.

Further, after performing multiple regression analyses on the sub-dimensions of subjective career success, it was found that only intrinsic motivation is affecting job success and interpersonal success. Meanwhile, only extrinsic motivation is affecting financial success and hierarchical success. For life success, neither intrinsic nor extrinsic motivation is affecting this sub-dimension.

The finding that intrinsic motivation has a positive impact to subjective career success supports Hall's (1996) concept of protean career where flexibility, freedom, continuous learning, and intrinsic rewards, are considered as crucial job factors. Foreign service officers in the Department deem intrinsic motivators as important factors to their career success, but only insofar as job success and interpersonal success is concerned. This signifies that intrinsic motivators such as self-efficacy, personal growth, autonomy, affiliation or relatedness, achievement, and recognition, are considered to be important factors that affect the perceived level of job success and interpersonal success among foreign service officers, but will not necessarily enhance their satisfaction with financial and promotion-related aspects.

Likewise, extrinsic motivators such as total compensation, promotion opportunities, fear of punishment, working conditions, and job security, are also considered as critical factors for their career success, most specifically, for financial and hierarchical career success. This reinforces London's (1983)

career motivation model, which predicts that situational conditions influence the advancement of individuals' careers. According to the same model, these situational characteristics include, but are not limited to, advancement opportunities, leadership opportunities, potential for monetary gain, and support for learning and skill development.

Lastly, one of the major findings of the study is that gender does not reinforce or weaken the impact of intrinsic motivation and extrinsic motivation to subjective career success, especially when controlling for age, civil status, rank, and years in government. Although it was initially hypothesized that gender will affect the strength of the relationship between motivation and subjective career success, the results reveal that in the case of Philippine foreign service officers, both women and men have the same motivational factors to subjective career success. These findings are in line with other scholars' conclusions that there are no differences among motivational factors for males and females. For instance, Kaufman and Fetters (1980) found no significant differences between genders on any components of work motivation. The study conducted by Browne (1997) also stated that there are no differences in preferences for job attributes or work-related attitudes that might influence career progression among men and women. Bu and McKeen's (2001) study also revealed the same pattern, that women are as interested in both extrinsic and intrinsic rewards as their male counterparts.

The current system of recruitment of Foreign Service Officers, which is through competitive examinations and a series of written and oral tests, are impartial to both gender and age. However, as officers move up the career ladder, there might be other attributes related to work or personal life that may be causing the gender imbalance in top-level positions. Beyond this, although the Department may have its own unique work culture, the insignificance of gender towards motivation for career success may also be attributed to the low gender inequality in the Philippine society in general. Based on the Global Gender Gap Report of the World Economic Forum, the Philippines ranks as the 16th most gender equal country in 2020.

Chapter 5. Conclusion and Recommendations

This chapter presents the conclusion of the study, and its relation to the research purpose and main research questions. This chapter also discusses possible recommendations in relation to the results, as well as the limitations of the study and possible future considerations for future research.

5.1. Conclusion

The study aimed to examine the impact of motivation on career success. The quantitative study was conducted in a sample of 163 respondents who are Foreign Service Officers in the Department of Foreign Affairs. Data were obtained to measure the levels of intrinsic and extrinsic motivation and subjective career success, and were also used to analyze the relationship between these variables. Likewise, demographic factors of respondents were used for data analysis and interpretation.

As previous studies suggest, career success is affected by several factors. After thorough investigation and data analysis, the main findings of this study allows us to conclude that, motivation, specifically, intrinsic and extrinsic motivation, positively affects subjective career success. The findings of the study also suggest that, although both aspects of motivation are critical for officers in the Department of Foreign Affairs, they are more motivated by intrinsic rather than extrinsic factors. This reinforces the study of Riley (1993) which found that the main sources of motivation are: general social motivators and work ethics of society; the goals and mission of the organization; the job content; working conditions; and money. Informal rewards and penalties such as peer recognition and colleagues' esteem also play an important role. However, it was also found that at least compared to private-sector employees, government employees are motivated more by ethical value and drive for achievement more than material incentives.

The findings on the relationship between specific factors of motivation to the different characteristics of career success denote that only intrinsic factors are affecting the perceived level of job success and interpersonal success of individuals. This means that, if the Department wants to raise the level of perceived success in these dimensions, it has to enhance the intrinsic motivation of FSOs in areas such as affiliation or relatedness, personal growth, autonomy, and achievement.

On the other hand, for higher financial and hierarchical success, which is related to satisfaction on compensation and promotion or career advancement, extrinsic motivators such as pay and other monetary benefits, promotion opportunities, working conditions, and job security must be enhanced. However, for life success, both motivational factors are not affecting this SCS dimension. Subsequently, individuals would be happy with their non-work activities even without intrinsic and extrinsic motivators at work.

The study also sought to examine whether gender moderates the relationship between the variables of primary interest. The premise was that there was an observed disparity among male and female foreign service officers in the lower ranks compared to the higher ranks in the Department of Foreign Affairs.

After testing the moderating role of gender in this correlation, the findings of the study indicate that gender does not affect the relationship between the main variables, motivation and subjective career success. This implies that, although there is an underrepresentation of women in higher-level ranks, this cannot be attributed to differences in motivational factors. This discrepancy in the number of male and female foreign service officers in higher-level ranks compared to those in the lower levels may be associated with other personal, organizational, or societal elements.

These results notwithstanding, the findings have answered the research questions and initial objective of the study. The findings also contribute to the larger body of knowledge on work motivation and career success. Likewise, the

findings augment the Department's efforts in ensuring there is gender equality in the organization. It could have been easy to fall into the usual rhetoric on gender differences in motivation, and say that females in the Department are more motivated by extrinsic factors such as flexible working hours to fulfill dual roles, and that balancing family and career is more critical for women than men. However, uncovering that the motivational factors do not vary for males and females in the Philippine foreign service proves that such is not applicable in this case. This would possibly allow the organization to design career development programs, reward systems, and motivational programs knowing that the response of men and women to these packages of motivational rewards and benefits would be similar.

It is worthy to note, however, that the implications of the study point to the importance of the distinction between intrinsic and extrinsic motivation, and that these should be addressed as separate facets. Intrinsic motivation, which includes autonomy, achievement, recognition, and personal growth, appears to be a more important motivator compared to extrinsic factors such as pay, promotion, fear of punishment, and job security. These intrinsic factors are influencing the subjective career success of foreign service officers more than extrinsic motivation. Given this, some policy recommendations are provided in the subsequent section, for further consideration.

5.2. Policy Recommendations

Emphasis on intrinsic and extrinsic rewards at work may help employees achieve higher levels of career success. To this end, the section discusses possible interventions and recommendations based on the findings of the study. To enhance job success and interpersonal success, the following recommendations may be considered:

Job enrichment. Drawing from the concept of job enrichment, which is one of the four approaches to productivity (Llorens, et al., 2018), the Department may

consider institutionalizing the competency-based placement and assignment of personnel to offices. The job competency profiling project has been carried out in the Department which resulted to a competency dictionary including all core, leadership, and technical competencies that are needed in each position. The first steps to integrate the competencies in human resource processes such as recruitment and selection have also been taken. Full integration of the competencies, including in rotation and assignment of personnel, ought to follow suit.

Enriched jobs are those where performance of the work itself is rewarding (Llorens, et al., 2018). However, this would depend on the knowledge and skills of the employees, their growth needs and strengths, and their satisfaction with working conditions. Individuals are found to have high internal work motivation and work effectiveness when they experience their work as meaningful, such as having enough responsibility for the quality and quantity of work produced, and having firsthand knowledge of the actual results of their labor.

Matching the placement or assignment in offices and Posts with individual competencies may be challenging, since there are exigencies that may affect the managerial decisions made on these processes. However, the Department will reap long-term benefits of having employees with general job satisfaction. The role or responsibility given to an individual, either amplifies or diminishes his or her intrinsic motivation, and therefore must be carefully considered.

Collaboration. Encouraging interpersonal interactions and providing avenues for open communication among managers or supervisors and subordinates may help improve employee job satisfaction, and eventually, career success. Establishing team goals also drive the small units of the organization to aspire for the same objectives, build teamwork, and possibly leverage on strengths and capacities of each of the team members. According to Llorens, et al. (2018), organizational problems and issues today are so complex that no one person can grasp all the information nor have all the skills to adequately and thoroughly

analyze and choose the best solutions. This complexity also requires innovation and diverse viewpoints to come up with the best solution out of all possible options and consequences involved. Data-driven solutions are most especially challenging to come up with and implement. Assigning work teams and providing collaborative spaces for coming up with new ideas can help increase effectiveness.

Moreover, based on the findings of the study, increasing the frequency and mechanisms for collaboration would help the employees achieve higher levels of interpersonal success. This initiative usually emanates from the supervisor and the way small teams are managed in the office. The significance of regular team huddles for collaborative effectiveness, therefore, should not be taken for granted. Although it may prove to be challenging under present circumstances, the use of online collaboration tools and software are now commonplace and are readily available.

Public Service Motivation. Capitalizing on the high-levels of intrinsic motivation that employees have, the Department may also consider measuring and enhancing the individual's public service motivation (PSM) through recruitment and capacity building. Researches on public service motivation have shown that these drivers can further be subdivided into different levels, and subsequent PSM-enhancement programs such as trainings and capacity building could feed into enhancing the core and leadership competencies of the officers who are currently employed. Fostering a culture of commitment to public service instead of a culture of compliance will be beneficial to organizational performance.

In relation to recruitment, the Foreign Service Officers' Examination already has structured interviews which can reflect more specific questions pertaining to the individual's desire to join public service, and the motivation to serve the country. Exhibiting high-levels of PSM can demonstrate the willingness to serve in the government for the long-term. One of the findings of the study showed that those who have reached the highest ranks and those who have

stayed in government for over 20 years yielded high levels of intrinsic and extrinsic motivation. Therefore, enhancing PSM could also prove to be instrumental not just in ensuring that individuals stay in the job for the long term, but also enhancing their motivation and perceived career success.

The Department may wish to consider emphasizing intrinsic motivation as it yields higher levels of subjective career success, but the value of extrinsic motivators to raise the level of satisfaction among employees in the organization is still critical as it affects the employees' financial and hierarchical success. To enhance these components of subjective career success, the organization may need to expend more financial and material resources. However, recognizing that the Department is unable to provide benefits and monetary incentives beyond what is allowed under the existing laws and guidelines, policies related to promotion and incentives may be reviewed instead.

Merit-based promotion. A review of the current policy on promotions of officers may be considered. The current mechanism for promotion of FSOs is governed by a Department Order that dates back to 1991, whereby some procedures, terminologies, and requirements are already outdated. For instance, the issuance mandates a rating sheet for productivity, work attitude, potential, and deportment, to be accomplished by subordinates, which is no longer in practice and is not being required. The performance evaluation sheet for promotional scores should be matched rationally with the Department's current performance evaluation system and the competency-based human resource management system initiative. This would help ensure that promotions are merit-based and the required competencies in place are taken into account. Eventually, having a more accurate promotions mechanism among officers could help reduce bias and patronage, as may be perceived by individuals.

Further, in relation to the findings on extrinsic motivation, it was found that some factors such as having a safe and conducive working environment is valued aside from monetary rewards and incentives. The following

recommendation in relation to this particular extrinsic motivator, may also be explored which could prove to be useful in improving employee performance and increasing the perceived level of career success in employees.

Working conditions. Providing the necessary organizational support for conducive and safe working conditions was proven to be necessary and important among the respondents. Therefore, ensuring that the Department has the necessary resources to provide not just a healthy and safe working environment, but also support to be able to deliver tasks efficiently and effectively are critical.

Under the current circumstances, provision of hardware, software and connectivity support is crucial for the employees, as most of them are working from home. The Department may likewise wish to consider improving the quality of work spaces and pursue the initiative of retrofitting the current office premises. The ability to respond to health and safety concerns of employees is of primary importance among extrinsic motivators, and it gives a signal to the employees that the organization cares about their personal health and well-being.

These recommendations can be viewed as building blocks upon which more effective human resource management strategies can be built on. As Llorens, et al. (2018) stated, “effective human resource managers are those who can develop personnel functions that recognize the impact of organizational climate on employee performance, and good supervisors are those who can use these systems to develop relationships based on open communication and trust.”

5.3. Limitations of the Study and Recommendations for Future Research

The study has limitations that may suggest areas for possible future research. For instance, the researcher encountered non-sampling errors such as the limited response rate. Considering the limited resources for data gathering, the sample gathered was 163 out of the ideal sample of 218 respondents. This denotes a 75% response rate and has contributed to the study's 6% margin of error. In addition, the reliance to self-reporting data are limited to the extent that the respondents may under or over report their answers. It may, therefore, be prudent to exercise caution in interpreting the findings of the study.

Moreover, since the research focused on motivation and subjective career success of foreign service officers in the DFA, the research may not be generalized to and across different organizations, which may result to a weak external validity. Follow-up studies on various organizations that cover other occupations may enhance the generalizability of the research.

This study does not preclude the Department or future researchers from determining the other possible drivers to career success of men and women in the foreign service. Rather, it is meant to encourage deeper investigation on different aspects of work characteristics that may or may not influence the level of perceived career success of individuals. Since this study employed a quantitative method, future research may also opt to employ a qualitative study to gain a more in depth understanding of the factors affecting career success or career development.

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Appendix

THE IMPACT OF MOTIVATION ON CAREER SUCCESS OF PHILIPPINE FOREIGN SERVICE OFFICERS QUESTIONNAIRE

Dear Sir/Madame,

My name is Kara Denise Calansingin, a graduate student from the Graduate School of Public Administration of Seoul National University (SNU) and a Foreign Service Officer at the Department of Foreign Affairs (DFA). For my master's thesis, I am conducting a study on the impact of intrinsic and extrinsic motivation to the career success of Philippine Foreign Service Officers, with particular attention to the differences between motivational factors of male and female officers.

In the Department, there is an observed disparity between the number of male and female Foreign Service Officers in higher-level positions compared to those in the lower levels. This research hopes to gather significant, reality-based data and insights that could help address the gap and ultimately lead to better formulation of career advancement, and gender and development policies.

The survey takes approximately 10 minutes to accomplish and your responses will be extremely valuable and will remain strictly confidential.

Please feel free to contact me through kara2019@snu.ac.kr or kara.calansingin@dfa.gov.ph for any clarification or comment/s. Thank you very much!

PART 1. Respondent's Information

Please select the most suitable response from the choices provided:

Sex	1.	Female	2.	Male
Age	1.	18-25 years	2.	26-35 years
	3.	36-45 years	4.	46-55 years
	5.	56-65 years		
Civil Status	1.	Single	2.	Married
	3.	Separated	4.	Widowed
	5.	With Partner		
Rank	1.	Chief of Mission Class II	2.	Career Minister
	3.	Foreign Service Officer, Class I	4.	Foreign Service Officer, Class II

Total no. of years in Government (Total no. of years in the DFA and government service in other agencies, if any)	5.	Foreign Service Officer, Class III	6.	Foreign Service Officer, Class IV
	1.	0-10 years	2.	11-20 years
	3.	21-30 years	4.	31-40 years
	5.	41 years or above		

PART 2. Intrinsic Motivation

Using the following scale, please indicate to what extent the following statements correspond to the reasons why you are presently involved in your work:

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
1. I have the necessary capabilities to do my job					
2. I feel competent when I am at work					
3. I chose this type of work to attain my personal goals					
4. Doing this job gives me a sense of personal accomplishment					
5. I take on more challenges at work for my personal growth					
6. The organization allows me to improve my competencies					
7. I am free to express my ideas and opinions on the job					
8. I have freedom to decide how my tasks gets done					
9. Having good relations with peers is important to me					
10. It is important that I do well in my job					

11. I do my work vis-à-vis my own personal standards					
12. I am more motivated when my work is recognized					

PART 3. Extrinsic Motivation

Using the following scale, please indicate to what extent the following statements correspond to the reasons why you are presently involved in your work:

Strongly disagree (1) Disagree (2) Neither agree nor disagree (3) Agree (4) Strongly agree (5)

13. I do this job for the salary it gives me					
14. This type of work allows me to attain a certain standard of living					
15. Incentives help me perform better					
16. If I do my job well, there is a higher chance of being promoted					
17. If I don't do my job, there will be repercussions					
18. My reputation depends on the kind of work I do					
19. Having a conducive working environment is ideal for me					
20. The organization provides the support I need to do my job					
21. This job offers me security					

PART 4. Subjective Career Success

Using the following scale, please indicate the extent to which you agree or disagree with the following statements:

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
22. I am receiving positive feedback about my performance					
23. I am offered opportunities for further education by the organization					
24. I have enough responsibility in my job					
25. I am fully backed by my manager(s) in my work					
26. I am in a job which offers me a chance to learn new skills					
27. I am most happy when I am at work					
28. I am dedicated to my work					
29. I am in a position to do work which I mostly like					
30. I am respected by my peers					
31. I am getting good performance evaluations					
32. I am accepted by my peers					
33. I have my superior's confidence					
34. I am earning as much as I think my work is worth					
35. I am pleased with the promotions I have received so far (please leave blank if not applicable)					
36. I am reaching my career goals within the time frame I set for myself					
37. I am in a job which offers promotional opportunities.					
38. I am happy with my private life					
39. I am enjoying my non-work activities					
40. I am satisfied with my life overall					

Thank you for your participation!

Abstract in Korean

국문초록

필리핀 외무공무원의 동기가 경력 성공에 미치는 영향

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글로벌행정전공

본 연구는 내재적 및 외재적 동기가 주관적 경력 성공에 미치는 영향을 살펴보고 외교부의 공무원의 성별에 따라 경력 성공에 대한 동기가 차이를 보이는지 판단하기 위하여 성별의 조절효과를 분석하였다.

본 연구는 필리핀 외교부의 외무공무원(FSO)으로부터 수집한 1차 자료를 활용하였으며 총 163 명의 외무공무원이 설문조사에 참여하였다. 주요 관심 변수 이외에도 연령, 지위, 계급, 근속연수 등 응답자의 인구통계학적 특성을 고려하였다.

기술통계분석, 상관 분석, 다중회귀분석을 실시한 결과 내재적 동기와 외재적 동기는 주관적 경력 성공에 영향을 미치는 것을 확인하였다. 두 가지 유형의 동기가 높게 나타났으나 내재적 동기 부여가 외재적 동기 부여보다 높은 것으로 나타났다. 그리고 필리핀 외무공무원의 경우 여성과 남성 모두 주관적 경력 성공에 대한 동기 부여 요인이 동일한 것으로 나타났다.

본 연구의 분석결과는 외무공무원은 일반적으로 물질적 유인보다 윤리적 가치에 의하여 더 많은 동기 부여를 받고 성취에 대한 추진력을 갖고 있음을 의미한다. 동료 의식 및 동료에 대한 존경심도 중요한 요소인 것으로 나타났다. 따라서 높은 수준의 직무만족도를 달성하기 위한 방안으로 직무 충실(job enrichment), 대인 간 상호작용, 공공봉사동기 강화 등을 제시할 수 있다. 또한 외재적 동기부여를 위하여 경력 성공의 중요한 요소로 간주되는 도움이 되고 안전한 근로 조건에 대한 조직적 지원을 강화하는 것이 하나의 방안이 될 수 있다.

본 연구는 작업 동기(work motivation) 및 경력 개발에 대한 학문적 기여를 하였다. 또한 직장 내 성 평등을 보장하기 위한 부서의 노력을 증대시킬 필요성이 있음을 보여주었다. 끝으로 본 연구 결과는 조직이 설계하는 경력 개발 프로그램, 성과 제도, 동기 부여 프로그램 등에 대한 남성과 여성의 반응이 비슷할 것이라는 것을 보여준다.

주제어 : 내재적 동기, 외재적 동기, 경력 성공, 젠더, 외무, 필리핀

Student ID: 2019-23771