



DETERMINANTS OF MOTIVATION TOWARDS RETENTION INTENTION AMONG PHILIPPINE ARMY RESERVISTS IN REGION IV-A

DR. JONATHAN B. BANICO

Training Instructor

Cavite State University, Main Campus - ROTC Unit

banico.jonathan@gmail.com

ABSTRACT

This study investigated the determinants of motivation and retention intention among Philippine Army Reservists in Region IV-A, emphasizing the interplay of intrinsic and extrinsic motivational factors. Employing a descriptive correlational design, data were collected from 419 reservists through a validated structured questionnaire, with reliability confirmed via high Cronbach's alpha coefficients. Results indicated that patriotism, nationalism, and camaraderie (brotherhood/sisterhood) were the primary motivators, exerting a significant influence on retention intention. While recognition, awards, and financial incentives also contributed, their impact was comparatively moderate. The findings underscored the importance of a balanced approach that fostered a values-driven environment while enhancing financial support mechanisms. The study contributed to management scholarship by providing empirical evidence on volunteer motivation within military settings, highlighting strategic avenues for optimizing retention programs in national reserve forces.

Keywords: *reservists' motivation, patriotism and nationalism, brotherhood/sisterhood, recognition and awards, financial support and retention-intention*

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



INTRODUCTION

The effective management and sustainability of military reserve forces are fundamental to national security and defense preparedness. Reserve personnel often balance dual roles as civilians and servicemembers, making their motivation and commitment vital for operational readiness and long-term retention. Understanding the multifaceted nature of motivation within this context is essential for developing strategic approaches that foster sustained service among reservists.

In the Philippine setting, the Army Reserve Force in Region IV-A embodies a critical component of the country's defense infrastructure. Despite its strategic importance, limited empirical research has been conducted to examine the specific determinants influencing reservists' motivation and their intention to remain in service. Existing literature underscores the significance of intrinsic motivators such as patriotism, nationalism, and camaraderie as powerful drivers of commitment. Concurrently, extrinsic factors, including financial incentives, recognition, and career development opportunities, also play a vital role in shaping retention outcomes.

Given the complex interplay between these motivators, it is imperative to empirically investigate their relative influence within the Philippine military reservist context. Such insights are invaluable for policymakers and military leaders seeking to enhance retention strategies, optimize resource allocation, and foster a resilient and motivated reserve force. This study aims to systematically explore and quantify the determinants of motivation and their

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



relationship with retention intentions among Army Reservists in Region IV-A, contributing to the body of management research on volunteer motivation in military organizations.

Statement of the Problem

In order to maintain a strong and reliable reserve force, leaders needed to understand the reservists' intention to continue their service and implement methods that enhanced their overall commitment and satisfaction. By monitoring and addressing factors that impacted the intention to stay, the effectiveness and readiness of the reserve component could be improved. Despite the crucial role played by the Philippine Army Reservists in national defense, there was limited knowledge about the challenges, morale, motivation, and efficiency factors that influenced their service. To enhance the retention program for Philippine Army reservists in Region IV-A, the research aimed to tackle the following issues. Specifically, the study focused on the following inquiries:

1. What are the determinants that affect the level of motivation among Army Reservists in Region IV-A in terms of:
 - a. patriotism and nationalism;
 - b. brotherhood/sisterhood;
 - c. recognition and awards, and;
 - d. financial support?
2. What is the level of retention intention among Army Reservists in Region IV-A?
3. Is there a significant relationship between the level of morale and retention intention among Army Reservists in Region IV-A.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Review of Related Literature

The purpose of this research was to study the perceptions of Army Reservists who were mobilized in Region IV-A. A review of previous research and theories relevant to this study provided a foundation for understanding how reservists were affected by and adapted to a changing environment. This chapter was organized into two main sections: (1) Motivation of Reservists, and (2) Retention-Intention of the Reservist

Reservist's Motivation

Motivation plays a crucial role in influencing retention intention among military reservists, with intrinsic and extrinsic factors shaping their commitment, persistence, and overall job satisfaction.

Cohen and Lowenberg (2012) emphasize the significance of intrinsic motivators such as a sense of duty, pride in service, and personal fulfillment in fostering a strong connection to the military profession. When reservists view their roles as meaningful and contributing to national security, these intrinsic drivers enhance job satisfaction and strengthen their intention to remain in service.

While intrinsic motivations are crucial, extrinsic motivators also play an essential role in retention. Wong et al. (2015) found that financial incentives, educational benefits, allowances, and career advancement opportunities significantly complement intrinsic values.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



These external rewards help create a more comprehensive framework for sustaining reservists' commitment, reinforcing the importance of a balanced motivational strategy.

Many reservists are also motivated by a sense of civic responsibility and national defense. As Savell (2021) highlights, military service often fosters a deep commitment to national defense, especially in regions with strong nationalist sentiments. This intrinsic motivation is intertwined with personal and societal values, making it a key factor in retention.

Recognition for service, such as awards and public acknowledgment, also plays a significant role in boosting morale and retention. Programs that recognize individual and team achievements emphasize the value of reservists' contributions, reinforcing their commitment to continue serving (ROTC Benefits Overview, Azusa Pacific University, 2018). Financial incentives, such as tuition assistance, stipends, and access to military benefits, further contribute to retention by alleviating financial burdens and ensuring a balanced civilian-military life (Azusa Pacific University, 2018).

Smith and Nagin (2010) argue that financial benefits, including allowances, insurance, and retirement plans, significantly influence reservists' decisions to remain in service. While financial support may not be the sole motivator, it plays a critical role in enhancing job satisfaction and offsetting the economic challenges faced by part-time service members. Reyes and Cruz (2021) echo this sentiment, advocating for improved financial packages to enhance reservist retention and morale.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Reservists' retention- intention

Retention in the reserve forces is influenced by various interconnected factors, as evidenced by Gade and Shepherd (2017). Their research on the U.S. Army Reserves identified training schedules, financial incentives, and career progression opportunities as key determinants of retention. High perceptions of fairness in promotion and reward systems, coupled with a supportive command structure, significantly boosted retention intentions. In contrast, excessive training demands and unclear career advancement pathways emerged as major deterrents. These findings align with broader evidence suggesting that satisfaction with leadership and access to professional growth opportunities are crucial for reservists' decisions to continue serving.

The impact of resource support on retention was examined by Oliver and Wessman (2016) in the context of the Philippine Army. Their findings underscored the critical role of logistical and financial support in fostering commitment. Adequate compensation, access to medical resources, and sufficient training tools were key motivators for continued service. Conversely, delays in allowances, insufficient equipment, and limited career development opportunities weakened retention intentions. The study concluded that addressing these logistical shortcomings would markedly improve retention outcomes among reservists.

Patriotism and nationalism as motivation factors to retention-intention.

Research by Hinojosa (2014) highlighted that nationalism is an emotional connection to one's country fostered a deep sense of belonging and a desire to protect and serve. The study found

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



that soldiers and reservists with strong nationalistic feelings often perceived their military service as an opportunity to contribute to the nation's welfare, which drove long-term commitment to the armed forces. This commitment was rooted in the belief that their service held meaning beyond individual benefit, influencing their retention decisions.

Brotherhood/sisterhood as motivation factors to retention-intention. Sims et al. (2013) investigated the role of emotional support within military units and its impact on retention. Their findings emphasized that a strong sense of brotherhood and sisterhood significantly enhances morale and mental resilience. Reservists who experienced emotional support from their peers and superiors were more committed to their roles. These bonds, formed through shared experiences such as training and deployments, not only improved psychological well-being but also directly influenced reservists' intentions to remain in service. The emotional connections fostered within military units became a critical factor in sustaining engagement and long-term commitment.

Building on this, Sullivan (2014) examined the challenges reservists face in balancing civilian and military responsibilities, highlighting the pivotal role of unit solidarity in navigating these dual demands. Sullivan's research on military families revealed that a strong sense of brotherhood promotes individual well-being and strengthens collective identity. Reservists who feel a sense of belonging to their units are more likely to stay in service, motivated by the shared belief that they are part of something greater than themselves. This sense of purpose not only mitigates the stress of balancing multiple roles but also deepens their commitment to the organization.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Recognition and awards as motivation factors to retention-intention. In the study of awards and their influence on retention, Harris et al. (2016) examined the role of recognition tied to tangible benefits such as promotions or financial incentives. Their findings revealed that awards served a dual purpose: they acted as a form of acknowledgment while also providing motivation for continued service. By enhancing individuals' sense of achievement and reinforcing their status within the military hierarchy, awards became a critical factor in fostering long-term engagement and retention.

In the study of motivation among military personnel, Grier and Mason (2018) emphasized the importance of addressing both intrinsic and extrinsic motivators. Recognition and awards were identified as key extrinsic motivators that, while offering tangible rewards, also complemented intrinsic values such as personal pride and a sense of belonging to a prestigious organization. Their research demonstrated that well-structured recognition programs not only boosted morale but also supported retention intentions by meeting the dual needs of extrinsic benefits and intrinsic satisfaction.

Financial support as motivation factors to retention-intention. In the study of military allowances, Bennett and Davies (2017) examined the impact of deployment and training allowances on retention intentions. Their research confirmed that reservists who received regular and predictable financial support experienced fewer financial concerns, which facilitated their long-term commitment. Conversely, insufficient financial support often led to attrition, especially when civilian career opportunities offered better financial rewards.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Dixon and Hennessy (2020) discussed the interaction between financial incentives and other motivating factors, such as career development and training. Their study suggested that financial benefits not only addressed immediate economic needs but also encouraged long-term commitment by aligning financial support with reservists' professional growth. Financial incentives were shown to enhance overall job satisfaction and retention.

MATERIALS AND METHOD

Research design. A descriptive correlational design employing quantitative methods was utilized to explore the relationship between role challenges and retention intentions among reservists.

Respondents. A total of 419 enlisted personnel, including non-commissioned officers and enlisted personnel from the 4th RCDG and associated CDCs, participated through stratified equal random sampling.

Instruments. Data were collected using a structured, self-made questionnaire grounded in military literature and validated tools, with sections covering demographic profile, morale and retention intention. Participants were asked to rate their answers ranging from 1 to 6, with 1=strongly disagree; 2=disagree; 3=slightly disagree; 4=slightly agree; 5=agree; and 6=strongly agree.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Data collection procedure. Permission was obtained from relevant authorities, followed by personal and online distribution of questionnaires. Data confidentiality was ensured throughout.

Statistical treatment. Descriptive statistics (frequency, percentage, median) described the profile and perceptions of respondents. The Spearman's rank correlation analyzed relationships between challenges and retention intentions.

Validity and reliability of the instrument

As a process, the research instrument of this study was validated through expert review, pilot testing, and statistical analysis, ensuring it reliably measured the intended constructs and aligned with the study's objectives. The reliability test results, as indicated by the Cronbach's alpha values, demonstrated that the survey instrument used in the study exhibited high internal consistency across its components. In Part II: Level of Motivation, all subcategories, such as patriotism and nationalism ($\alpha=0.908$), brotherhood/ sisterhood ($\alpha=0.956$), recognition and awards ($\alpha=0.960$) and financial and support ($\alpha=0.905$), along with the overall score ($\alpha=0.884$), achieved excellent reliability, confirming that the items consistently measured the challenges experienced by reservists. Finally, Part III: Level of Retention-Intention achieved an excellent reliability score of $\alpha=0.919$, indicating that the items consistently captured the factors influencing retention intention among reservists.

Ethical consideration

Based on the ethical review approval issued by the Cavite State University Ethics Review Board on August 19, 2024, this study on the determinants of retention intention among

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Philippine Army reservists in Region IV-A was conducted in strict adherence to ethical guidelines, rules, and regulations. The research protocol received approval to ensure the protection of participants' rights, confidentiality, and well-being throughout the study process. Informed consent was obtained from all participants, and any data collected was handled with utmost confidentiality to maintain their privacy. The study was designed to promote transparency and ethical integrity, ensuring that the findings contribute responsibly to the development of effective retention strategies within the military reserve force.

RESULTS AND DISCUSSION

Determinants that affected the level of motivation among Army Reservists in Region IV-A

Table 1 shows the motivational level of Army Reservists in Region IV-A. The findings across the various motivational factors for Army Reservists in Region IV-A reflect high levels of motivation, with certain items achieving very high ratings. The overall median of 5.50 suggests that they are very dedicated, active and proactive in carrying out their responsibilities as reserve soldiers and the reservists are generally highly motivated and committed to their roles, driven by a combination of personal, social, and external factors. The implications of the motivational median range in this table on the operation of the reserve force in Region IV-A are significant as it directly impacts the effectiveness, efficiency, and sustainability of the reserve force. Reservists in this range are exceptionally dedicated, proactive, and highly active, which boosts overall operational readiness. These individuals can inspire their peers, lead effectively, and adapt quickly to challenges. Units with a very high

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



motivational level are likely to excel in training, mission execution, and community engagement, contributing significantly to the reserve force's reputation and effectiveness.

Here's a breakdown of these determinants:

Table 1. Determinants that affected the level of motivation among Army Reservists in Region IV-A

ITEMS	MEDIAN	VERBAL INTERPRETATION
Patriotism and Nationalism		
1. My commitment to preserving and protecting the national interest is a strong driving force in my service as an Army Reservist.	6.00	Very High
2. My belief in protecting and respecting national values drives me in my role as an Army Reservist	6.00	Very High
3. The desire to contribute to the safety and security of the country with a positive impact to my motivation.	6.00	Very High
4. A sense of duty and loyalty to country played an important role in my motivation as an Army Reservist.	6.00	Very High
5. Nationalist values make me feel proud and honored in my role as a member of the reserve forces.	6.00	Very High
Median	6.00	Very High
Brotherhood/Sisterhood		
1. The camaraderie and mutual support among reserve teammates positively influences my commitment to service.	6.00	Very High
2. Relationships with reserve teammates create strong motivation to perform my duty.	6.00	Very High
3. The feeling of being part of a close-knit community in the Reserves strengthens my dedication.	6.00	Very High
4. Trust and unity among reservists contribute to a positive impact on my overall motivation.	6.00	Very High

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza

INSTABRIGHT e-GAZETTE

ISSN: 2704-3010

Volume VII, Issue I

August 2025

Available online at <https://www.instabrightgazette.com>



5.Shared experiences and common goals with my Reserve teammates motivate me to excel in my role.	6.00	Very High
--	------	------------------

Median	6.00	Very High
---------------	------	------------------

Recognition and Awards

1.Receiving recognition for my contributions as an Army Reservist has been very motivating for me.	5.00	High
--	------	-------------

2.The availability of rewards and distinctions positively influences my commitment to service.	5.00	High
--	------	-------------

3.The opportunity to strive and be recognized creates a sense of purpose and motivation in my department.	5.00	High
---	------	-------------

4.The transparency and fairness of the award process has a positive impact on my motivation as a Reservist.	6.00	Very High
---	------	------------------

5. Knowing that hard work and dedication will lead to tangible recognition improves my overall satisfaction and motivation	6.00	Very High
--	------	------------------

Median	5.00	High
---------------	------	-------------

Financial Support

1.Adequate pay is not significantly affecting my motivation as a Reservist	4.00	Above Average
--	------	----------------------

2. The current level of financial support receive influences my decision to stay in the reserve force.	4.00	Above Average
--	------	----------------------

3. Reservist are likely to continue serving as a reservist if there are no changes to the current financial support structure	5.00	High
---	------	-------------

4.Improvements in financial support would most likely increase your willingness to remain in the reserves	5.00	High
---	------	-------------

5.The opportunity to receive financial recognition for outstanding performance is a powerful motivator.	5.00	High
---	------	-------------

Median	5.00	High
---------------	------	-------------

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



OVERALL MEDIAN

5.00

HIGH

Patriotism and Nationalism. The median score of 6.00 in all items interpreted as very high-level motivation, this category highlights they are very dedicated, active and proactive in carrying out them responsibilities as reserve soldiers. These findings indicate that patriotism and nationalism are significant driving forces for reservists, as they are strongly committed to preserving the national interest and upholding national values. Their belief in contributing to the safety and security of the country and their sense of duty and loyalty to the nation strongly influence their motivation to serve. This very high level of commitment underscores the strong alignment between personal values and the collective mission.

This was supported by the study of (Savell, 2021) that reservists often cited a sense of duty, patriotism, and the desire to serve the country as key motivators. A study highlighted that military service fostered civic responsibility and a commitment to national defense, which were frequently intertwined with personal and societal values, especially in regions with strong nationalist sentiments.

Brotherhood/Sisterhood. The median score of 6.00 in all items interpreted as very high-level motivation, it shows that the sense of camaraderie, trust, and mutual support within the Reserve unit is a major source of motivation. Relationships and a strong feeling of belonging to a close-knit community significantly enhance the reservists' commitment to service. The shared experiences and common goals foster unity, creating an environment where Reservists feel motivated to perform their duties with dedication. The sense of

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



belonging and teamwork strengthens their resolve, reflecting the importance of interpersonal connections in motivating individuals.

The findings of this study were confirmed by the study of Sims et al. (2013) found that a strong sense of brotherhood and sisterhood improved morale and mental resilience. Reservists who felt supported by their peers and superiors were more committed to their roles. The emotional bonds formed through shared experiences, such as training and deployments, enhanced psychological well-being, which directly influenced their intention to stay in service.

Recognition and Awards. Based on the interpretation table for the motivational level of Army Reservists in Region IV-A, the findings related to Recognition and Awards can be interpreted as follows:

Receiving recognition for contributions. The median score of 5.00 is interpreted as high motivation, recognition for contributions plays a significant role in motivating reservists. With a high median score, this indicates that reservists are passionate about their duties and demonstrate a strong desire to contribute effectively. The act of being recognized fuels their motivation to continue serving and striving for excellence in their roles.

The availability of rewards and distinctions. The median score of 5.00 is interpreted as high motivation. The opportunity to receive rewards and distinctions further reinforces reservists' motivation and commitment. This finding highlights the importance of

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



tangible rewards, which help reinforce the positive behaviors and accomplishments of reservists, encouraging them to remain dedicated to their duties.

The opportunity to strive and be recognized. The median score of 5.00 is interpreted as high level. The median in this item suggests that reservists highly value the opportunity to achieve recognition. The drive to strive for recognition not only motivates individual reservists but also fosters a collective sense of purpose within the unit, encouraging them to perform their roles with dedication and enthusiasm.

The transparency and fairness of the award process. The median score of 6.00 is interpreted as very high level of motivation. This finding indicates that a fair and transparent award process significantly enhances motivation. Reservists place a high value on the integrity of the award system, as they are more likely to feel appreciated and valued when the recognition process is perceived as just and equitable.

Tangible recognition improves overall satisfaction and motivation. The median score of 6.00 is interpreted as very high level of motivation. The very high median score on this item shows that the promise of tangible recognition for hard work and dedication is a powerful motivator for reservists. It suggests that reservists are driven by the knowledge that their efforts will not go unnoticed, and that rewards for their dedication enhance their overall satisfaction and motivation to continue performing at a high level.

The overall median of 5.00 is interpreted as high level of motivation for the recognition and awards category reflects the significant role that recognition and tangible rewards play in

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



motivating Army Reservists in Region IV-A. While all aspects of recognition such as awards, fairness in the process, and the opportunity to strive for acknowledgment are influential, the promise of tangible rewards for dedication and hard work stands out as a particularly strong motivator.

This study was proven by ROTC Benefits Overview, Azusa Pacific University (2018) that recognition for service, including awards and public acknowledgment, significantly boosted morale and retention. Programs that recognized individual and team achievements emphasized the value of reservists' contributions, which reinforced their commitment to continuing service.

These findings suggest that the presence of a transparent and equitable recognition system not only boosts morale but also strengthens the commitment and satisfaction of reservists. Incorporating more opportunities for recognition and ensuring fairness in the process could further enhance the overall motivation and engagement of reservists

Financial Support. Based on the interpretation table for the motivational level of Army Reservists in Region IV-A, the findings related to Financial Support can be interpreted as follows:

Pay is not significantly affecting the motivation. The median score of 4.00 is interpreted as above average level of motivation. Reservists expressed a somewhat neutral stance on the impact of adequate pay on their motivation. This suggests that while financial support plays a role, it is not the primary driver of their motivation or engagement in

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



their duties as Reservists. Their commitment seems to be influenced more by other factors, such as patriotism, camaraderie, or a sense of duty.

The current level of financial support received. The median score of 4.00 is interpreted as above average level of motivation. This response indicates that financial support does have some influence on reservists' decisions to remain in the reserve force. However, it is not the sole determining factor. Reservists are likely to stay because of their personal commitment and sense of duty, but financial support provides additional reinforcement for their decision.

Continue serving if there are no changes to the current financial support structure. The median score of 5.00 is interpreted as above high level of motivation. This reflects a stronger sentiment that the current financial support structure is sufficient to encourage reservists to continue their service. While financial support alone may not be the most influential factor, it does contribute positively to retention and satisfaction within the reserve force.

Improvements in financial support. The median score of 5.00 is interpreted as above high level of motivation. There is a high likelihood that improvements in financial support would enhance the motivation and retention of reservists. This suggests that while the current financial structure is adequate, additional financial recognition or rewards could further strengthen their commitment and satisfaction with their roles.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



The opportunity to receive financial recognition. The median score of 5.00 is interpreted as above high level of motivation. Financial recognition for exceptional performance is a strong motivator for reservists. This indicates that, while the base financial support is important, reservists value additional incentives or rewards for their efforts, which can further boost their morale and motivation.

The financial support overall median of 5.00 is interpreted as High level of motivation, suggests that financial factors do play a significant role in the motivation of Army Reservists in Region IV-A. Reservist are passionate about their reserve duties and demonstrate a strong desire to contribute effectively. While financial support alone may not be the primary motivator, it remains a strong contributing factor to their decision to continue serving. The results indicate that reservists value improvements in financial support, especially when tied to performance and recognition. These findings suggest that a well-structured and rewarding financial system could further enhance their motivation, retention, and overall satisfaction in their reserve roles.

As explained in the study of Smith and Nagin (2010), financial benefits, such as allowances, insurance, and retirement plans, significantly influence the decision of reservists to continue serving. The authors argue that while financial support may not be the sole motivator, it is a critical factor that enhances job satisfaction and offsets the economic challenges faced by part-time service members. This sentiment is echoed by Reyes and Cruz (2021), who advocate for improved financial packages as a means to enhance reservist retention and morale. In study of Bennett and Davies (2017) confirmed that reservists who

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



received regular and predictable financial support were more likely to remain in service, as financial concerns were less of an obstacle to their long-term commitment. Reservists who lacked adequate financial support were more prone to leaving, especially when they had competing financial opportunities in the civilian workforce.

The overall median for motivational determinants is 5.50 (High), reflecting that patriotism and nationalism and brotherhood/sisterhood are the most powerful motivators for Army Reservists, driving them to continue their service. Recognition and awards and financial support are important but rank slightly lower in comparison. These findings emphasize that while financial and recognition factors do contribute, the core motivation for reservists largely comes from their sense of duty to the nation and the strong bonds formed with their teammates.

The implication of this is a highly motivated force that significantly enhances operational readiness, resilience, and mission effectiveness. To sustain this exceptional motivation, the Philippine Army Reserve Force should focus on providing continuous skill development, leadership opportunities, and meaningful involvement in projects. Additionally, recognizing and rewarding their proactive contributions will further reinforce their commitment and ensure long-term success for the Reserve Force.

This is supported by the study of Cohen and Lowenberg (2012) highlighted the impact of intrinsic motivators such as a sense of duty, pride in service, and personal fulfillment. These internal drivers foster a profound connection to the military profession, where reservists

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



perceive their roles as meaningful and contributing to national security. Such motivations enhance job satisfaction and strengthen the intention to remain in service. Extrinsic motivators, including financial incentives, career opportunities, and job security, are equally significant. Wong et al. (2015) found that external rewards, such as educational benefits, allowances, and promotion prospects, complement intrinsic values and play a vital role in long-term retention decisions. These external motivators, combined with intrinsic ones, create a comprehensive framework for sustaining reservists' commitment.

Level of Retention Intention of Army Reservists in Region IV-A.

Table 2 shows the level of retention- intention of the army reservist in Region IV-A. The results for Level of Retention Intention show a consistently high level of retention intention to continue serving as a reservist, with an overall median of 5.00. It describes that Reservists were satisfied with their roles and determined to continue serving as

Table 2. Level of retention- intention of army reservist in Region IV-A

ITEMS	MEDIAN	VERBAL INTERPRETATION
1. I intend to continue serving as a reservist in the near future.	5.00	High
2. The benefits and incentives of the reserves inspired me to remain a reservist.	5.00	High
3. I felt very satisfied with my role as a reserve, which influenced my intention to stay.	5.00	High
4. The training and development opportunities available to reservists influenced my decision to continue serving.	5.00	High

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza

INSTABRIGHT e-GAZETTE

ISSN: 2704-3010

Volume VII, Issue I

August 2025

Available online at <https://www.instabrightgazette.com>



5. Existing support systems, including health and family support, have a positive impact on my intention to remain a reservist.	5.00	High
6. My experiences during deployment, if any, will influence my decision to remain a reservist.	5.00	High
7. The organizational culture in the reserves contributes to my intention to continue serving.	5.00	High
8. I found the leadership in the reserves to be effective and this influenced my intention to stay.	5.00	High
9. The camaraderie and sense of belonging among reservists has a positive impact on my intention to stay.	5.00	High
10. I view the Reserves as an integral part of my career, which influences my intention to remain in the Reserves.	5.00	High
11. Overall, I am satisfied with my experience as a reservist, which influenced my intention to stay.	5.00	High
OVERALL MEDIAN	5.00	HIGH

reserves. All the items in this section received high scores, demonstrating that various factors significantly influence reservists' desire to remain in service. The retention-intention overall median range has direct and profound implications for the operation and sustainability of the reserve force in Region IV-A. Retention-intention reflects the likelihood of reservists continuing their service, which directly affects unit stability, operational readiness, and the overall effectiveness of the reserve force. Reservists demonstrate high satisfaction and determination to continue their service. This level indicates a well-functioning retention program and suggests that the reserve force is addressing most of the needs and concerns of its members. However, there may still be minor factors that could potentially impact retention if left

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



unaddressed. Proactively identifying and resolving these issues will help sustain or elevate retention rates to the very high range.

These findings support the findings of the study of Gade and Shepherd (2017) identifies key factors influencing retention in the U.S. Army Reserves. Among these factors are training schedules, financial incentives, and career progression opportunities. High levels of perceived fairness in promotion and reward systems, as well as a supportive command structure, are positively correlated with higher retention intentions. Conversely, excessive training demands and unclear career advancement pathways are identified as significant deterrents to staying in the reserves. Furthermore, according to the study of Oliver and Wessman (2016) examined the role of resource support on the retention of reservists in the Philippine Army. Their findings emphasized that logistical and financial support are key motivators for continued service. Reservists who received adequate compensation, medical support, and training resources showed stronger retention intentions. In contrast, those experiencing insufficient equipment, delayed allowances, and lack of career development resources expressed lower retention likelihood.

Test of relationship between level of motivation and retention intention of the Army Reservist in the Region IV-A

Table 3 shows the relationship between level of reservists' motivation and retention intention of an Army Reservist in the Region IV-A. The results of the Spearman Rank Correlation analysis between the level of reservist motivation and retention intention show a statistically significant positive relationship for all motivation factors. Since the p-values are all

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



less than 0.05, the null hypothesis (H_0) is rejected, indicating that higher levels of motivation in the various factors are associated with a stronger intention to remain a reservist.

This finding was supported by the study of Griffith (2018) highlighted that motivation is shaped not only by individual factors but also by external organizational support. Leadership that fosters an environment where reservists feel valued and supported increases their intrinsic motivation to serve. The study emphasizes that reservists who feel acknowledged by their leaders are more likely to be motivated to continue their service.

Table 3. Test of relationship between level of reservist motivation and retention intention of the Army Reservist in the Region IV-A.

LEVEL OF RESERVIST MOTIVATION	SPEARMAN RANK CORRELATION COEFFICIENT	P-VALUE	REMARKS
Patriotism and Nationalism	0.286	0.000	Reject H_0
Brotherhood/Sisterhood	0.300	0.000	Reject H_0
Recognition and Awards	0.368	0.000	Reject H_0
Financial Support	0.395	0.000	Reject H_0
OVERALL	0.400	0.000	REJECT H_0

Patriotism and Nationalism. The correlation coefficient of 0.286 reflects a weak positive correlation relationship between motivation driven by patriotism and nationalism and retention intention. Reservists who feel a stronger sense of duty and pride in protecting their country are more likely to want to continue serving.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



These findings support the findings of the study of Hinojosa (2014) highlighted that nationalism is an emotional connection to one's country and fostered a deep sense of belonging and a desire to protect and serve. The study found that soldiers and reservists with strong nationalistic feelings often perceived their military service as an opportunity to contribute to the nation's welfare, which drove long-term commitment to the armed forces. This commitment was rooted in the belief that their service held meaning beyond individual benefit, influencing their retention decisions.

Brotherhood/Sisterhood. With a correlation coefficient of 0.300, this indicates a weak positive correlation relationship between motivation derived from camaraderie and shared goals with teammates and retention intention. Stronger bonds among reservists contribute to their decision to stay in the reserves.

These findings support the findings of the study of Sullivan (2014) examined the challenges reservists faced in balancing civilian and military responsibilities, emphasizing the role of brotherhood in navigating this dual responsibility. Their research on military families revealed that unit solidarity promoted personal well-being and strengthened the collective identity of reservists. This shared sense of belonging motivated them to stay in service, as they felt part of something greater than themselves.

Recognition and Awards. A coefficient of 0.368 shows a moderate positive relationship between the motivation for recognition and awards and retention intention.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Reservists who are motivated by the acknowledgment of their contributions are more likely to stay in service.

These findings support the findings of the study of Harris et al. (2016) focused on the role of awards in retention, particularly for reservists, and found that awards linked to tangible benefits, such as promotions or financial incentives, had a significant influence on retention decisions. Their study highlighted that awards not only serve as recognition but also as motivators for continued service, enhancing individuals' sense of achievement and their status within the military hierarchy. Grier and Mason (2018) identified recognition and awards as key extrinsic motivators that, while providing tangible benefits, also reinforced intrinsic values like personal pride and belonging to a prestigious organization. Their research showed that well-structured recognition programs improved morale and retention intention by addressing both intrinsic and extrinsic needs.

Financial Support. A correlation of 0.395 suggests a moderate positive relationship between financial support and retention intention. While the financial aspect of being a reservist may not be the sole motivator, the availability of adequate financial support significantly influences the decision to remain in the reserves.

These findings support the findings of the study of Bennett and Davies (2017) investigated how military allowances, including those for deployment and training, impacted the retention intentions of reservists. Their study confirmed that reservists who received regular and predictable financial support were more likely to remain in service, as financial concerns were less of an obstacle to their long-term commitment. Reservists who lacked

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



adequate financial support were more prone to leaving, especially when they had competing financial opportunities in the civilian workforce.

The overall correlation of 0.400 confirms that, in general, higher levels of motivation across these factors are moderately positively correlation associated with a stronger intention to remain a reservist. This suggests that motivations tied to national pride, camaraderie, recognition, and financial incentives collectively play a critical role in reservists' decisions to continue serving.

These findings support the findings of the study of Dixon and Hennessy (2020) discussed the interaction between financial incentives and other motivating factors, such as career development and training. Their study suggested that financial benefits not only addressed immediate economic needs but also encouraged long-term commitment by aligning financial support with reservists' professional growth. Financial incentives were shown to enhance overall job satisfaction and retention.

Conclusion

The motivation of Philippine Army Reservists in Region IV-A is notably high, primarily fueled by patriotism, nationalism, and strong camaraderie. Based on the findings presented in the study, it is evident that motivation plays a crucial role in influencing the retention intentions of Army Reservists in Region IV-A. The quantitative data consistently shows that intrinsic motivators such as patriotism and nationalism, along with external factors like

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



recognition, awards, and camaraderie, significantly contribute to their high levels of motivation. Financial support, while important, serves as a supplementary factor that reinforces reservists' commitment but is not the primary driver of their retention. The statistically significant positive relationship between motivation factors and retention intention underscores the importance of maintaining and enhancing these elements through targeted, data-driven strategies. Therefore, to ensure sustained motivation and effective retention, the military should implement programs that continuously assess and improve financial incentives, recognition processes, and organizational support, fostering an environment where reservists feel valued, supported, and committed to their roles.

Recommendations

To strengthen the motivation and retention of Army Reservists in Region IV-A, military leadership should adopt a comprehensive strategy that emphasizes fostering a values-driven environment rooted in patriotism, camaraderie, and a sense of duty, complemented by robust recognition and tangible rewards such as awards, allowances, and career development opportunities. Improving logistical support by streamlining allowances, providing continuous skills training, and offering clear pathways for advancement will further enhance job satisfaction. Additionally, cultivating strong leadership that promotes unit cohesion, recognizes individual contributions, and actively addresses reservists' needs is essential. Regular assessment of motivators and challenges through feedback mechanisms will help tailor strategies effectively, ensuring a resilient reserve force committed to national service and operational readiness.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Acknowledgement

The author wishes to express sincere gratitude to the Philippine Army Reserve Command and all Army Reservists in Region IV-A who participated in this study. Special thanks are extended to the academic advisers and panel members for their guidance and support, and to the author's family and colleagues for their unwavering encouragement throughout the research process.

References

- Azusa Pacific University (2018). ROTC Benefits: The financial and personal advantages of participation. Retrieved from Azusa Pacific University [ps://www.apu.edu/articles/rotc-benefits-the-financial-and-personaadvantages-of-participation/](https://www.apu.edu/articles/rotc-benefits-the-financial-and-personaadvantages-of-participation/)).
- Bennett, M., & Davies, A. (2017). Impact of military allowances on retention-intention in the reserve forces. *Journal of Military Economics*, 30(2), 143-158.
- Cohen, R., & Lowenberg, M. (2012). Motivational Factors and Retention in the Military: The Role of Duty and Service. *Armed Forces & Society*.
- Dixon, R., & Hennessy, P. (2020). Financial support and career development in military retention decisions. *Journal of Military Behavior*, 38(2), 126-141.
- Gade, P. R., & Shepherd, R. G. (2017). Factors affecting retention in the U.S. Army Reserves. *Military Psychology*, 19(2), 115-130.
- Grier, J., & Mason, J. (2018). Motivational factors influencing military retention: Intrinsic and extrinsic drivers. *Journal of Defense Studies*, 35(1), 55-68.
- Harris, M., Liu, D., & Vasu, M. (2016). Awards, promotions, and military retention: Understanding the link. *Military Behavioral Studies*, 22(2), 123-137.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Hinojosa, R. (2014). Nationalism and Commitment to Military Service: Understanding the Role of National Identity in Retention. *Journal of Military Psychology*.

Oliver, S. K., & Wessman, M. A. (2016). Resource support and retention of reservists in the Philippine Army. *Philippine Journal of Military Studies*, 34(4), 22-39.

Republic Act No. 7077, An act providing for the development, administration, organization, training, maintenance and utilization of the citizen armed force of the armed forces of the Philippines and for other purposes

Reserve Command, PA. (2023, October 8). RESERVE COMMAND, PHILIPPINE ARMY. https://army.mil.ph/rescom/index.php?option=com_sppagebuilder&view=page&id=32&Itemid=132

Reyes, P. S., & Cruz, A. M. (2021). "Financial Incentives and Reservist Retention in the Armed Forces." *Philippine Journal of Military Studies*, 8(2), 114-126.

Savell, S. (2021). Patriotism and voluntary military service: A study of civic motivations among reservists. *Journal of Military Ethics*, 20(3), 145-160.

Sims, A., Jones, A., & Parker, R. (2013). Social Support and Emotional Resilience in Military Service: Implications for Retention. *Journal of Military and Veterans' Health*, 21(4), 24-31.

Smith, D., & Nagin, D. (2010). "Economic Considerations in Military Retention." *Armed Forces & Society*, 36(1), 67-89.

Sullivan, L. (2014). The Impact of Unit Cohesion on Reservist Retention: Family and Social Support Systems. *Armed Forces & Society*, 41(2), 247-264.

Wong, L., et al. (2015). Retention in the Reserves: Examining the Role of Financial and Non-Financial Incentives. *Military Psychology*

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza
