

# Level of Work Motivation: Its Relationship to Job Performance of Non-academic Staff at CapSU System

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**Abstract-** The study was conducted at Capiz State University during academic year 2017-2018. The primary objectives of this study was to determine the level of work motivation and its relationship to job performance of non-academic staff of Capiz State University. Data were analyzed using both descriptive statistics and inferential statistics. Results were interpreted at 5 percent alpha level of significance. As to the personal characteristics of the respondents, a bigger percentage of the respondents were females, 30-40 years old, married, bachelor's degree holders, non-permanent, have been serving CapSU for 10 years and below, and earning Php10,000.00 and below. Generally, the non-academic staff of CapSU have "high" level of work motivation. Overall, the non-academic staff of CapSU have "very good" performance in their job. There is significant relationship between level of work motivation and job performance ( $r=0.548$ ,  $p=0.000$ ).

**Index Terms-** work motivation, job performance, Capiz State University

## I. INTRODUCTION

It is widely recognized in the human resource literature that promotion of the motivation of workers in both private and public organizations leads to a higher quality of human resources and optimum performance.

In the Philippines, universities have the primary goals and objectives of improving and impacting knowledge through instruction, community services and research. However these objectives cannot only be achieved by the academic staff because non-academic staff of a university carries out the administrative work which will positively contribute to the afore-mention objectives. To effectively achieve these objectives, competent, motivated and qualified non-academic staffs are harnessed. Nevertheless, the performance of non-academic staff is not only a function of qualification and competence but also of motivation.

Halepota (2005) defined motivation as a person's active participation and commitment to achieve the prescribed results. Highly motivated employee would trigger the total commitment of an employee and good job performance by an employee. In the same manner, Manzoor (2012) defined motivation as a procedure that initiates through a physiological or psychological want that stimulates a performance that is intended at an objective.

Drake et al. (2007) stated that highly motivated employees are critical factor in the long term success of many organizations. Ngu (1998) also indicated that the two most variables that explain employees performance are motivation and ability. In line with this, Bernabe (2017) studied about work ethics of CapSU Mambusao Satellite College employees and found out that most of the employees have a high level of work ethics when classified as to age, gender, civil status, length of service and monthly salary. There is no significant difference in level of work ethics when employees are categorized as to age, gender, civil status, monthly salary and length of service.

Similarly, Hassan, Mehact and Danet (2011) indicated that human asset is one of the most reliable sources of organizational performance, efficiency and effectiveness. Getting employees to do their best work even in strenuous circumstances is one of the employees most stable and greasy challenges and this can be made possible through motivating them (Manzoor, 2012).

Recognition is the identification or acknowledgement given for something. According to Harrison (2005), "employee recognition is a timely, informal and or formal acknowledgement of a person's behavior, effort or business result that supports the organization's goals and values, and which clearly has been beyond normal expectations". Indeed employee recognition is now globally more relevant and embraced in any organization that is determined to succeed in an economically competitive era. Chikungwa and Chamisa (2013) stated that recognition of performance systems are powerful means of directing attention within and organization hence management must understand the psychology of praising employees for good work, to apply the principles of employee recognition and to encourage others to initiate it in their working relationships (Md et al., 2013). Employee recognition plays a key role in enhancing relationships which are meant to improve performance in an organization (Atambo et al, 2012). They also indicated that effective employee recognition leads to increased productivity as a resultant of enhanced satisfaction as seen in their commitment and devotion.

Onu, Akinlaba and Fakanmoju (2013) stated that the university management could achieve effective job performance by the non-academic staff through employee motivation packages. Non-academic staff performance fundamentally depend on many factors like performance appraisals, staff motivation, compensation, staff satisfaction, training and development, organizational structure and job security. Moreover reward is another factor that enhanced commitment and influenced worker's job performance. Rewards which are part of

motivation can either be intrinsic or extrinsic. Intrinsic rewards (motivations) are derived from within the individual. Intrinsic rewards are those rewards that can be called psychological motivations and examples are individual achievement of goal, recognition, receiving appreciation. Ajila(1997) stated that an intrinsically rewarded person will be committed to his work to the extent of which the job inherently contains tasks that are rewarding to him and will be committed to the extent that he or she can gain external rewards for his or her job performance.

Effective job performance by the non-academic staff of universities can be achieved through good remuneration (pay) which will increase their employees' performance and thereby increase the organization productivity and delivering of service Maimona (2011).

Empowerment triggers the motivational spirit of an employee. As stated by Conger and Kanungo (1988) who indicated that empowerment is a motivational concept and define empowerment at an employee as the improvement of employees self-competence. Vogt and Murrell (1990) defined empowerment as the period of improving the decision making ability of the employees through training, education, sharing and team work. Hasan et al. (2011) also pointed out that the purpose of the employee empowerment is to strengthen the achievement motives of the employees and therefore increase their contextual by an employee which result to high job performance by an employee.

Theories have been elaborated on motivational measures, and their usefulness to increase motivation and resultantly improve workers performance. Human resource management literature has emphasized on human resource performance management approaches to improve performance. The assumption is that in the presence of appropriate motivational measures and good performance management approaches workers performance will increase considerably and consequently the entire organization performance. Thus this study is being conducted. Generally, this study aimed to determine the level of work motivation and its relationship to job performance of non-academic staff of Capiz State University. Specifically, this study was pursued to answer the following questions 1. what is the socio-demographic profile of the respondents in terms of sex, age, marital status, highest educational attainment, status of employment, length of service, and basic salary? 2. What is the level of work motivation of the respondents as an entire group and when classified according to socio-demographic characteristics? 3. What is the job performance of the respondents as an entire group and when classified according to socio-demographic characteristics? 4. Do respondents' socio-demographic characteristics influence their level of work motivation and job performance? and 5. Is there a

significant relationship between level of work motivation and job performance?

## II. RESEARCH ELABORATIONS

This study utilized descriptive-correlation research. The use of this research design was considered appropriate given the view of the nature of this research which aimed to determine the level of motivation and job performance and likewise to ascertain the relationship among the variables.

This study was conducted at the nine (9) campuses and satellite colleges of Capiz State University. These are Roxas Main Campus, Pontevedra Campus, Burias Campus, Dayao Satellite College, Pilar Satellite College, Tapaz Satellite College, Dumarao Satellite College, Sigma Satellite College and Mambusao Satellite College.

The respondents of the study were 195 randomly selected non-academic staff from the different offices/departments of the said campuses/colleges.

A survey-questionnaire consisting three parts was the main instrument of the study. Part I obtained information on respondents' sex, age, marital status, highest educational attainment, status of employment, length of service and basic salary. Part II determined the level of motivation adopted from Gagne, M. et al. (2010) and Part III was the job performance scale adopted from Goodman and Svyantek (1999).

The data gathered were subjected to statistical analyses using the Statistical Package for Social Sciences (SPSS) software. Descriptive statistical tools used were frequency count, percentage, mean, and standard deviation. For the inferential analysis, Pearson's r, t-test and Analysis of Variance were utilized. Level of significance was set at 0.10 alpha level.

## III. RESULTS OR FINDINGS

### Profile of the Respondents

VARIABLES	FREQUENCY	PERCENTAGE
<b>Sex</b>		
Male	60	30.8
Female	135	69.2
<b>TOTAL</b>	<b>195</b>	<b>100.0</b>
<b>Age</b>		
20-30 years old	82	42.0
31-40 years old	56	28.7
41-49 years old	28	14.4
50 years old and above	29	14.9
<b>TOTAL MEAN = 36 years old</b>	<b>195</b>	<b>100.0</b>
<b>Marital Status</b>		
Single	72	36.9
Married	113	58.0
Widow/er	8	4.1
Separated	2	1.0
<b>TOTAL</b>	<b>195</b>	<b>100.0</b>
<b>Highest Educational Attainment</b>		
Undergraduate	33	16.9
Bachelor's degree	143	73.3
Master's degree	19	9.7
<b>TOTAL</b>	<b>195</b>	<b>99.9</b>
<b>Status of Appointment</b>		
Permanent	81	41.5
Non-permanent	114	58.5
<b>TOTAL</b>	<b>195</b>	<b>100.0</b>
<b>Length of Service</b>		
10 years and below	121	62.1
11-20 years	47	24.1
21 years and above	27	13.8
<b>TOTAL</b>	<b>195</b>	<b>100.0</b>
<b>Basic Salary</b>		
10,000 and below	121	62.1
10,001-20,000	42	21.5
20,0001 and above	32	16.4
<b>TOTAL</b>	<b>195</b>	<b>100.0</b>
<b>MEAN = Php13,030.11</b>		

More than two-thirds or 69.2 percent of the respondents were females and the rest (30.8%) were males. This indicates that the non-academic staff of CapSU are dominated by females.

Majority (42.0%) were 20-30 years old; 28.7 percent, 31-40 years old; 14.9 percent, 50 years old and above; and 14.4 percent, 41-49 years old. On the average, non-academic personnel included in the study were 36 years old. It can be inferred that most non-academic staff of CapSU can still be considered young.

Majority (58.0%) of the respondents were married; more than one-third or 36.9 percent were single; the smallest portion were widow/er (4.1%) and separated (1.0%). This implies that non-academic staff of CapSU have their own family.

Almost three-fourths (73.3%) of the respondents have finished bachelor's degree; 16.9 percent, undergraduate; and 9.7 percent, master's degree. This implies that majority of the non-academic staff of CapSU have finished college.

More than half (58.5%) of the respondents were non-permanent and only 41.5 percent were permanent. This only shows that majority of the non-academic staff of CapSU do not have Plantilla position and do not have security of tenure.

Majority (62.1%) of the respondents have been in the service for 10 years and below; less than one-fourth (24.1%), 11-20 years; and 13.8 percent, 20 years and above. This indicates that majority of the non-academic staff of CapSU have been serving the University not for such a long time.

Majority (62.1%) of the respondents were receiving Php10,000.00 and below every month; 21.5 percent, Php10,001.00 to Php20,000.00; and only 16.4 percent were receiving Php20,001.00 and above. On the average, they were receiving Php13,030.11. This amount is just enough for a single individual but not for the entire family. This result can be attributed to the fact that majority of the non-academic staff are non-permanent.

### Level of Work Motivation

Level of MOTIVATION	Frequency	Percentage
Very High (4.20-5.00)	98	50.3
High(3.40-4.19)	80	41.0
Average (2.60-3.39)	16	8.2
Low (1.80-2.59)	1	0.5
<b>TOTAL</b>	<b>195</b>	<b>100.0</b>
<b>MEAN = 4.15 (High)</b>	<b>SD = 0.55</b>	

A little over one-half (50.3%) of the respondents had “very high” level of motivation. A little over two-fifths (41.0%) had “high;” 8.2 percent, “average;” and 0.5 percent, “low.”

Generally, the respondents had “high” level of motivation. This implies that non-academic staff of CapSU are considerably motivated in their work. Motivation among employees is important in an organization.

### Level of Work Motivation of the Respondents when Grouped According to Variables

VARIABLES	MEAN	VERBAL INTERPRETATION	SD
<b>Sex</b>			
Male	4.10	High	0.57
Female	4.18	High	0.54
<b>Age</b>			
20-30 years old	4.05	High	0.56
31-40 years old	4.25	Very high	0.43
41-49 years old	4.09	High	0.69
50 years old and above	4.29	Very high	0.54
<b>Marital Status</b>			
Single	4.14	High	0.60
Married	4.13	High	0.52
Widow/er/Separated	4.40	Very high	0.56
<b>Highest Educational Attainment</b>			
Undergraduate	3.98	High	0.54
Bachelor's degree	4.17	High	0.53
Master's degree	4.27	Very high	0.70
<b>Status of Employment</b>			
Permanent	4.20	Very high	0.56
Non-permanent	4.12	High	0.54
<b>Length of Service</b>			
10 years and below	4.08	High	0.58
11-20 years	4.21	Very high	0.46
21 years and above	4.36	Very high	0.51
<b>Basic Salary</b>			
10,000 and below	4.11	High	0.54
10,001-20,000	4.10	High	0.49
20,001 and above	4.38	Very high	0.63

Very High (4.20-5.00)

High (3.40-4.19)

Average (2.60-3.39)

Low (1.80-2.59)

Both female ( $\bar{x}=4.18$ ) and male ( $\bar{x}=4.10$ ) respondents had “high” level of work motivation. Respondents who were 50 years old and above ( $\bar{x}=4.29$ ) and And 31-40 years old ( $\bar{x}=4.25$ ) had “very high” level of work motivation while those who were 41-49 years old ( $\bar{x}=4.09$ ) and 20-30 years old ( $\bar{x}=4.05$ ) had “high” level of work motivation.

Respondents who were widow/er or separated ( $\bar{x}=4.40$ ) had “very high” level of work motivation while those who were single ( $\bar{x}=4.14$ ) and married ( $\bar{x}=4.13$ ) had “high” level of work motivation.

Respondents who were master’s degree holders ( $\bar{x}=4.27$ ) had “very high” level of work motivation while those who finished a bachelor’s degree ( $\bar{x}=4.17$ ) and were not able to finish college ( $\bar{x}=3.98$ ) had “high” level of work motivation.

Those who were permanent ( $\bar{x}=4.20$ ) in their job had “very high” level of work motivation while non-permanent personnel ( $\bar{x}=4.12$ ) had “high” level of work motivation.

Respondents who were in the service for 21 years and above ( $\bar{x}=4.36$ ) and 11-20 years ( $\bar{x}=4.21$ ) had “very high” level of work motivation while those serving the University for 10 years and below ( $\bar{x}=4.08$ ) had “high” level of work motivation.

Those who were receiving Php20,001.00 and above ( $\bar{x}=4.38$ ) had “very high” level of work motivation while those receiving Php10,000.00 and below ( $\bar{x}=4.11$ ) and Php10,001.00-Php20,000.00 ( $\bar{x}=4.10$ ) had “high” level of work motivation.

**Job Performance**

JOB PERFORMANCE	Frequency	Percentage
Excellent (4.20-5.00)	99	50.8
Very good (3.40-4.19)	90	46.2
Good (2.60-3.39)	6	3.1
<b>TOTAL</b>	<b>195</b>	<b>100.0</b>
<b>MEAN = 4.19 (Very good)</b>	<b>SD = 0.42</b>	

A little over one-half (50.8%) of the respondents had “excellent” job performance. More than two-fifths (46.2%) had “very good;” and 3.1 percent, “good.”

Generally, the respondents had “very good” job performance. This shows that non-academic staff of CapSU are contributing to the University by giving their best in the work assigned to them.

**Job Performance of the Respondents when Grouped According to Variables**

JOB PERFORMANCE	Frequency	Percentage
Excellent (4.20-5.00)	99	50.8
Very good (3.40-4.19)	90	46.2
Good (2.60-3.39)	6	3.1
<b>TOTAL</b>	<b>195</b>	<b>100.0</b>
<b>MEAN = 4.19 (Very good)</b>	<b>SD = 0.42</b>	

Female ( $\bar{x}=4.22$ ) respondents had “excellent” job performance while and males ( $\bar{x}=4.15$ ) had “very good.”

Respondents aged 41-49 years old ( $\bar{x}=4.2$ ), 31-40 years old ( $\bar{x}=4.21$ ), and 50 years old and above ( $\bar{x}=4.2$ ) had “excellent” job performance while those aging 20-30 years old ( $\bar{x}=4.17$ ) had “very good” job performance.

Respondents who were widow/er/separated ( $\bar{x}=4.43$ ) and single ( $\bar{x}=4.23$ ) had “excellent” job performance while married ones ( $\bar{x}=4.15$ ) had “very good” job performance.

Those who were master’s degree holders ( $\bar{x}=4.35$ ) had “excellent” job performance while those who finished only college ( $\bar{x}=4.19$ ) and have no college degree ( $\bar{x}=4.11$ ) had “very good” job performance.

Respondents with permanent ( $\bar{x}=4.21$ ) employment status had “excellent” job performance while those who were not yet permanent ( $\bar{x}=4.19$ ) in the job had “very good” job performance.

Those who have been serving the University for 11-20 years ( $\bar{x}=4.25$ ) and 21 years and above ( $\bar{x}=4.24$ ) had “excellent” job performance while those who have been in the service for 10 years and below ( $\bar{x}=4.16$ ) had “very good” job performance.

Respondents receiving Php20,001.00 and above ( $\bar{x}=4.30$ ) had “excellent” job performance while those receiving Php10,000.00 and below ( $\bar{x}=4.18$ ) and Php10,001.00-Php20,000.00 ( $\bar{x}=4.15$ ) had “very good” job performance.

**Differences in the Level of Work Motivation when Grouped According to Variables**

VARIABLES	STATISTICAL TOOLS	COMPUTED VALUE	SIG./P-VALUE
Sex	t-test	-0.940 <sup>ns</sup>	0.349
Age	ANOVA	2.184*	0.091
Marital Status	ANOVA	1.080 <sup>ns</sup>	0.342
Highest Educational Attainment	ANOVA	2.096 <sup>ns</sup>	0.126
Status of Employment	t-test	0.996 <sup>ns</sup>	0.320
Length of Service	ANOVA	3.234*	0.042
Basic Salary	ANOVA	3.426*	0.035

There were no significant differences in the level of work motivation of the non-academic staff of CapSU when grouped according to sex ( $x=-0.940$ ;  $p=0.349$ ), marital status ( $x=-1.080$ ;  $p=0.342$ ), highest educational attainment ( $x=2.096$ ;  $r=0.126$ ), and status of employment ( $x=0.996$ ;  $r=0.320$ ). This means that sex, marital status, highest educational attainment, and status of employment do not influence the level of motivation of the non-academic staff of the University.

However, significant differences in the level of work motivation were found when respondents were grouped according to age ( $x=2.184$ ;  $r=0.091$ ), length of service ( $x=3.234$ ;  $r=0.042$ ), and basic salary ( $x=3.426$ ;  $r=0.035$ ).

Older employees were found to be more motivated in their work than younger ones. This simply shows that they have learned to love their job and as they age they have developed the desire or willingness to work. This also implies that work motivation does not decline with age. This result affirms the findings of Boumans et al. (2011). They studied age differences in work motivation and job satisfaction: the influence of age on the relationships between work characteristics and workers outcomes. Their respondents were 1036 workers of a Dutch multinational organization. They results indicated that “the positive correlation between motivating potential scores and motivation was stronger for older than for younger employees.” They concluded that “older employees seemed to be more satisfied intrinsically with their jobs than younger employees.”

Those who have been serving the University for quite a long time had higher level of motivation than those who have been in the service for a short span of time. Length of service goes with age. As employees stay long in the service, they become older. Since older employees are more motivated than younger ones (Boumans et al., 2011), it can also be concluded

that the more they stay long in their job, the more they become motivated. They have enjoyed their job and the benefits they receive could have influenced them to work well. If they have no desire or willingness to do their job, they would have left and looked for another work.

Respondents’ basic salary also influenced their level of motivation. Those who were receiving bigger amount showed to have higher level of motivation than their colleagues not receiving as much as they do. This goes to show that salary is a factor that drives motivation among employees. The bigger amount they receive, the more they are motivated in their job. This result is supported by some findings of similar researches.

**Differences in the Job Performance when Grouped According to Variables**

VARIABLES	STATISTICAL TOOLS	COMPUTED VALUE	SIG./P-VALUE
Sex	t-test	-0.940 <sup>ns</sup>	0.349
Age	ANOVA	2.184*	0.091
Marital Status	ANOVA	1.080 <sup>ns</sup>	0.342
Highest Educational Attainment	ANOVA	2.096 <sup>ns</sup>	0.126
Status of Employment	t-test	0.996 <sup>ns</sup>	0.320
Length of Service	ANOVA	3.234*	0.042
Basic Salary	ANOVA	3.426*	0.035

There were no significant differences in the level of work motivation of the non-academic staff of CapSU when grouped according to sex ( $x=-1.069$ ;  $p=0.287$ ), age ( $x=0.247$ ;  $p=0.864$ ), highest educational attainment ( $x=1.992$ ;  $r=0.126$ ), status of employment ( $x=0.325$ ;  $r=0.745$ ), length of service ( $x=0.909$ ;  $r=0.405$ ), and basic salary ( $x=1.380$ ;  $r=0.254$ ). This means that sex, age, highest educational attainment, status of employment, length of service, and basic salary do not influence the job performance of the non-academic staff of the University.

On the other hand, there was a significant difference in the job performance of the respondents when grouped according to marital status ( $x=2.357$ ;  $r=0.097$ ). This means that job performance is affected by marital status. Respondents who are widow/er, separated, and single perform better in their job than those who are married. This may mean that employees who have no husband or wife can focus in their work and are able to give their best.

**Relationship between Level of Work Motivation and Job Performance**

VARIABLES	LEVEL OF MOTIVATION		JOB PERFORMANCE	
	r	r prob	r	r prob
Level of Motivation	1.00		0.548**	0.000
Job Performance	0.548**	0.000	1.00	

\*\* - Significant at the 0.01 level (2-tailed)

There was a significant relationship between level of motivation and job performance,  $r=0.548$ ,  $p=0.000$ . This implies that work motivation influences job performance. Employees who are highly motivated in their work are able to show excellent performance in their job. Motivation is important in order to come up with excellent results in the job.

**IV. CONCLUSIONS**

Based on the findings of the study, the researchers have come up with the following conclusions:

1. A bigger percentage of the respondents were females, 30-40 years old, married, bachelor’s degree holders, non-permanent, have been serving CapSU for 10 years and below, and earning Php10,000.00 and below.
2. Generally, the non-academic staff of CapSU have “high” level of work motivation. This implies that non-academic staff of CapSU are considerably motivated in their work. There is something that causes them to do the work assigned to them. Something, extrinsic or intrinsic, gives them the desire and willingness to do their job.
3. Overall, the non-academic staff of CapSU have “very good” performance in their job. It is always expected that employees should give the best of their ability in the work assigned to them. Interestingly, the non-academic staff of the University are doing very good, and this can contribute for the University to attain its goals.
4. There is significant relationship between level of work motivation and job performance. Employees who are highly motivated in their work are able to show excellent performance in their job. Motivation among employees is important because it can lead to better performance in their job.

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