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## CORRELATES OF MORALE OF PRIVATE TERTIARY SCHOOL ADMINISTRATORS IN REGION 2

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**Abstract:** *Administrator must always concern themselves with survival and maintenance of the organization of the activities of people working within the organization in their reciprocal relations to the end that the organization's goals may be achieved. Hence, this study sought to assess the morale of the administrators as well as the perceived influences of administrators' morale. It made use of descriptive correlation design with 52 department-administrator respondents and 196 instructor-respondents randomly selected from the private tertiary schools in Region 2. Findings showed that the administrators are educationally equipped, relatively mature and responsible, and with a Very Satisfactory performance rating. It was revealed that salary is a predictor and the most significant correlate of morale. Also, training and educational attainment were shown to be significant correlates of morale. Therefore, the administrators' morale can be boost if they are well-paid and have adequate preparation. The level of morale of the administrators is important in carrying out their responsibility as leader.*

**Keywords:** *correlates, morale, administrators, private tertiary school, descriptive correlational design*

### INTRODUCTION

The school remains as the main agency directly involved in educating the youth of the land. Private tertiary schools are categorized into sectarian and non – sectarian. The mission of private tertiary schools is dovetailing the national educational thrust of empowering every individual by developing his potentials. This paves the way for development of intellectual, creative, and productive skills, which in turn would expectedly lead to the attainment of self – fulfillment and improvement of the quality of life.

The stirring of a school lies on the administrator. Administrators must always concern themselves with survival and maintenance of the organization of the activities of people working within the organization in their reciprocal relations to the end that the organization's goals may be achieved. The effectiveness of the administration is reflected on



the quality of job performance. Furthermore, administrators must provide conditions favorable to good teaching and effective learning. They should consider the people, and their efficiency must be measured by extent to which they contribute to teaching and learning. They can contribute immensely by providing efficient for work. They must be constantly alert to develop fresh mental outlook if they are to keep abreast with change and meet the demands placed upon them by those whom they serve. They must exhibit professional growth if those whom they profess to lead are to grow.

However, how administrators deal effectively and accept willingly the consequences of ineffective performance is the point where the administrator's morale is gauged. Morale is a spirit of devotion and loyalty to the endeavors of a group. Its levels have an important bearing on the degree to which group members realize their potentials as individuals and as team members. It is a state of the mind that causes a group to go beyond the minimum requirements when the occasion demands. A group with a positive morale will by itself provides much of the detailed supervision essential to the effective operation of the unit or group.

Morale cannot be created, ordered, delivered or guaranteed. The most that can be done is to do all that is possible to create conditions which favor high morale. Morale affects the amount of work a person performs. A teacher can do his best if he feels secure in his job and to his co-workers. Unless the teacher feels unhappy in his job, he will not be concerned about improving his instructional performance. A happy teacher is usually a better teacher. If the entire faculty has a high degree of satisfaction, esprit de corps is high and teaching as a career would be portrayed in a positive manner. In this case, administrators should be sincere and willing in the implementation of their work and should create a possible condition which favors high morale which is the foundation of a good school program and should be one of the major concerns of the school management.

It is on this note that the researcher endeavored on this study.

## **FRAMEWORK**

Morale is the foundation of a good school program which must be one of the major concerns of the school management. Morale is a nebulous concept in personnel management. It is difficult to find adequate words to describe it. No word is more significant when one wishes to convey a comprehensive meaning for emotions, attitudes, opinions,



and motives. Commerce and industry have taken over the term seriously, both in its meaning and its consequences, because the effects can be measured in pesos. Educators unfortunately, sometimes neglect to utilize the potency of morale in its application to school personnel.

This assents Riezel and Slocum that work climate can influenced the degree of job satisfaction of an individual as it affects his esprit de corps. This would suit to the theory of Higham that the human body and mind have to be developed in order to fit the person not only to the job but also to fit the job to the man. This strategy admits the view of Belgica that a person who is given an opportunity and a reasonable participation in planning and discussing educational programs and projects has a greater satisfaction in his job.

In short, administrators normally get little recognition or few expressions of their abilities which is one of the best indicators of high morale as pointed by Brondinsky; therefore, positive reinforcement must come from other sources like the increase of remuneration of private school administrators regulated by the wage Commission under the Department of Labor and Employment.

The reaction parallels Buonamici's thinking that more meaningful activities and cooperative environment lead to positive staff morale. Belgica says that pleasant working conditions such as attractiveness, cleanliness, up-to-date equipment, adequate supply of materials, provision for employee comfort, and moral support from the administration appear to be what everyone desires.

On the other hand, Domondon's study found out that most of the turnover in a workplace is due to low remuneration. Administrators feel threatened and believe their efforts have been minimally recognized or rewarded. This is because their remuneration is inadequate as compared with salaries of similar jobs in other government and/or established private agencies.

The minimum educational requirements for a school administrator should be a Masteral Degree with school management as the major field of specialization, though a Doctoral Degree is preferred as emphasized by Ravallo. However, clear manifestations should support these educational qualifications.

Indeed, the role of administrators is crucial in catapulting the organization towards the achievement of its organizational goals.



## **OBJECTIVES OF THE STUDY**

This study essentially investigated the correlates of moral among the administrators in private tertiary education in Region 2. Specifically, it determined the profile of the participants, how the administrators assess their morale as compared to the assessment of their subordinates as well as the factors that influence their morale.

## **METHODOLOGY**

This study made use of the descriptive correlational design. This research design gathers data through the questionnaire technique to elicit information on the correlates of morale as well as relates this to the profile of the participants. There were 52 department-administrator participants and 196 instructor-respondents randomly selected from the private tertiary schools in Region 2. The instrument used in the study was a questionnaire which is composed of structured questions provided with possible answers for choices by the participants. Frequency count, percentage, mean, t-test and Pearson product-moment correlation were used in the analysis of the data.

## **RESULTS AND DISCUSSION**

Results disclose that there are more female administrators, mean age of 42.11 and most them belong to the Technical Department (Engineering courses, Commerce and Accountancy, Computer Sciences, Technology, Hotel and Restaurant Management, Secretariat Courses). About 30 per cent of the respondents finished a masteral degree. Twelve or 21.57 per cent are doctoral graduates. Seven or 13.73 per cent, however, are pursuing their doctoral degrees. Likewise, the administrator-participants possess field of specialization relevant to their administrative positions.

Furthermore, results show that administrators of private tertiary schools in Region 2 exercise the qualities of a democratic administrator. As such, they allow their subordinates or instructors to bring out their best and establish an atmosphere of respect, obedience and unity in all aspects of school work. It coincides with Magoon and Linkous' study that democratic administration is among the important characteristics in improving morale aside from increasing professional growth and participation. The administrators have positive morale. Exhibiting this kind of attitude is crucial as it sustains the administrators' drive to lead. This finding agrees with that of Silverman that administrators who work for the good of the school and not for their personal glory surely can motivate people to work them.



Along interpersonal relationship, both the administrator and instructor-participants have maintained a high degree of smooth interpersonal relationship as revealed by their responses. This means that school administrators possess acceptable qualities of human relations for the good of the school and can motivate other members in the organization to work with them. This was postulated by Davis that teamwork is an important ingredient of high morale.

Similarly, administrators appreciate the nature of their job or work while instructors look into it as moderately monotonous. Both groups of participants consider administrators' nature of work or job as highly contributory to the morale of administrators. This assents Riezel and Slocum that work climate can influence the degree of job satisfaction of an individual as it affects his esprit de corps.

Moreover, administrators feel more challenged and developed by involving themselves in other school activities than the way instructors feel about it. These reactions from the administrators again prove that they do not solely concentrate on academic performance but possess administrative skills in handling other school activities- sports, literary, musical, and even community involvement- as conduit to the professional growth of their direct clientele. This strategy admits the view of Belgica that a person who is given an opportunity and a reasonable participation in planning and discussing educational programs and projects has a greater satisfaction in his job.

Both the administrator-participants and the instructor-participants think that the administrators' positions earn respect and prestige very positively. School administrators perform their work efficiently when due recognition is given them for a very satisfactory performance. On the other side of the coin, they do less which would result to poorer quality of instruction or output when their interest lags as a consequence of being unrecognized. Lack of interest creates low morale of department administrators.

In short, administrators normally get little recognition or few expressions of their abilities which is one of the best indicators of high morale as pointed by Brondinsky; therefore, positive reinforcement must come from other sources like the increase of remuneration of private school administrators.

In terms of organizational structure which emphasizes on functions, efficiency and performance, and communications, it was found out that both participants practice two-



way communication because information flows freely between and among administrators and instructors.

It was also revealed that the administrator-participants and the instructor-participants have positive reactions about their salary. This means that even if the administrators receive their salary on time, the salary is nevertheless lacking or insufficient. This could mean that the administrators are relatively less compensated which may result to withdrawal and may lead to a faster turnover in the administrative position. This revelation admits the findings of Domondon's study that most of the turnover in a workplace is due to low remuneration. Administrators feel threatened and believe their efforts have been minimally recognized or rewarded. This is because their remuneration is inadequate as compared with salaries of similar jobs in other government and/or established private agencies.

Further, results disclose that the "higher salary" ranks number one which means that it is the most significant factors to increase the morale of administrator-participants. This revelation has provided credence that salaries have become perennial factors in increasing or lower the morale of administrators.

## **CONCLUSIONS**

On the basis of the findings of the study, it can be concluded that salary is a predictor of morale. When administrators are satisfactorily compensated, they will also be expected to perform their jobs fairly and satisfactorily. It is undeniable fact that wants or needs are satisfied, he would not try to turn his attention to some others things that would adversely affect his performance in the job, thus making more efficient and more effective. On the other hand, people in the work place are motivated to perform by their desire to satisfy a set of internal needs. People are wanting-beings whose needs can influence their behavior. Only unsatisfied needs can influence their behavior, satisfied needs do not acts like motivator.

## **RECOMMENDATIONS**

The study is limited to the determination of correlates of morale among administrators in private tertiary schools hence, future researchers are encouraged to conduct further study on the same subject but in a wider scope including the state colleges and universities. Also, a continuous assessment of the level of morale of administrators should be conducted



regularly to help management formulate guidelines and course of action to maintain high morale at all times.

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