



MOTIVATIONAL FACTORS AFFECTING THE JOB PERFORMANCE OF EMPLOYEES OF CAGAYAN STATE UNIVERSITY LALLO CAMPUS

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Abstract: *The study aimed to determine the motivational factors affecting the job performance of employees of Cagayan State University Lal-lo Campus, Lal-lo, Cagayan. The study made use of descriptive research design to assess the motivational factors affecting the job performance of employees of Cagayan State University, Lal-lo Campus. As to the extent of the effects of motivation factors on job performance of the respondents the study showed that all motivation factors cited have great extent effects on job performance except benefits and incentives. All aspects of human endeavor in an organization should be considered in an attempt to improve job performance. Intrinsic as well as extrinsic motivation is always catalyser of driving a human being to use his efforts to the fullest in attaining a well-defined purpose. As such, management should always give utmost recognition and awareness of the motivational factors related to job performance for the successful attainment of the goals and objectives of an organization. Managers should bear in mind that an employee's motivation is influenced by his attitudes. Future researchers can use the result of this study to validate its findings availing of a wider scope and bigger number of respondents. Managers can also use the findings of this study in policy and decision making. More parallel studies should be conducted on a wider scale for purpose of identifying other motivational factors affecting job performance.*

Keywords: *Motivation, motivational factors, job performance, working condition, place of assignment, incentives, facility and equipment*

INTRODUCTION

Motivation is important for the control and direction of human behaviour for human happiness, and providing a goal. And so one of the educational implications in motivation is that employees also need to be motivated so that they will perform their job effectively. Motivation is a strong driving force to behavior; people need to be well motivated. Sometimes, incentives may be used to reinforce motivation. The success of every



organization is dependent upon the employee's work performance, loyalty, commitment etc. The best way to ensure employees commitment and loyalty is motivation. If employees are fully satisfied with their job and highly motivated then work performance, efficiency and productivity level increase. According to Karen Oman, "Human beings are reciprocal. If you treat them well, they'll treat you well, and if you treat them bad, they'll treat you bad." Personal productivity is an ongoing process that heightens further as you acquire the right mindset and attitude necessary for a motivated work ethic. Motivation requires discovering and understanding employee drives and needs, since it originates within an individual.

Motivation is necessary in all aspects of life, in business, in industry, in government, in politics and in the home. The salesman needs to motivate the perspective customers so that they will buy what he is selling. The politicians motivate the electorate so that they will vote for him. The employer needs to motivate the employees so that they will work efficiently. Even the members of the family have to be motivated as to the proper behavior expected of them. Motivation is an inner state of need or desire that activates an individual to do something that will satisfy that need or desire. Because motivations derive from need or desires internal to the individual, others cannot "motivate" an individual but must manipulate environmental variables that may result in an increase or decrease of motivation. Motivators exist on a continuum from intrinsic to extrinsic, describing the relationship of the goal to the activity necessary to secure it. Intrinsic motivators are goal and activity related; while extrinsic have little relationship to the goal or task. Both types of motivators can be effective. Intrinsic motivators have the advantage of constancy; in other words, once an individual identifies the activity necessary to achieve the goal, it remains constant. Extrinsic motivators, on the other hand, involve prior assessment of the environment each time in order to determine the activity needed to achieve the desired end. But if an individual is unable to identify the necessary "trigger" activity, extrinsic motivators are the logical first-step.

Golzadesh (2001) in a study on "Factors affecting employee motivation in organizations" stated that human beings, whether in industrial or business organizations are seen as one of the important factors for the attainment of the organizational goals. As such motivating factors inside humans must be recognized in order to enhance efficiency and productivity and then embark on satisfying their needs to improve their efficiency. In addition, all



authorities in the field of management regard motivation as a complex behaviour and thus with a multidimensional nature. As a result, the understanding and the application of motivation is dependent on the knowledge and skills needed to apply it. Of course, an awareness of motivation as the cause of the activities and behaviours done by the organization's members is of high significance for all managers. The explorations of motivation provide answers to questions dealing with whyness of human behaviour. Why are some people active while some are inactive? What are the reasons for job interest/disinterest in job? These questions and many others are related to the issue of motivation and their answers can be found in relation to employees' motivation and their motives. Therefore, managers can take easily some actions to fulfil organizational goals in cooperation with the employees and successfully perform their other roles by gaining mastery on how to motivate employees. Accordingly, making employees satisfied and getting them more interested in their job as well as the fulfilment of organizational goal is of vital importance. If the reasons for employees' dissatisfaction become clear it is possible to make more efforts to enhance their working conditions and make them more satisfied since when people feel satisfaction with their jobs they will unconsciously perform their job more carefully and they will be pleased by doing so.

Bakhshi Ali Abadi et. al. (2004) performed a descriptive study on "Factors improving job motivation among the faculty members of Rafsanjan University of Medical Sciences." The results indicated that the most important extrinsic factors affecting job motivation were salary, job security, workplace conditions, the quality of communication with others, supervision, and policies governing the workplace and the most significant intrinsic factors were the nature of job, appreciating employees, job development, and job success, respectively. According to the participants, extrinsic (health) factors were more important than intrinsic (motivational) factors in creating job motivation. It was also noted that salary and job security are the most important predictors of job motivation.

Vicasami et. al (2001) conducted a study on the factors influencing employee motivation and explored the relationship of communication skills, crisis management, interpersonal relations, decision making, conflict management, error management, risk-taking, reward management, trust, supervision, and guidance with the motivational climate in the organization in the viewpoint of employees. The results suggested that employees'



motivation will be increased by their participation in decision-making process. The following six components, in general, have the highest impact on the public promotion employees' motivation: progress, dependence, attachment, development, expertise, and control.

Franco (2004) examined factors affecting employee's health and concluded that the feeling of proud, efficiency, honesty in management, and job security are among the most important motivational factors. Similarly, factors such as financial and non financial rewards were also found to be significant in this regard. In another study done by Timreck (2002), participants considered factors such as the feeling of success, recognition, responsibility, and getting promotion as important motivational factors while feeling guilty and threat were seen as negative factors.

To Roldan (2007) a person's motivation is also influenced by his attitudes. When an employee fully believes in what he is doing and fully recognizes its significance, he is inclined to put best efforts. The person's paradigm of work also conditions his attitudes towards his job.

According to Corpuz (2006) there are things to consider in motivation:

1. Most managers think money is the top motivator but it is not. More than anything else, employees want to be valued for a job well done by those they hold in high esteem although one cannot ignore money. Studies have shown that praise and recognition motivate employees to put forth their best effort to perform at higher levels.
2. Things that are the most motivating to employees tend to be relatively easy to do and cost the least. Personally recognizing employees, accomplishment can be easy to do. In a study potential workforce motivators by Dr. Gerald Graham, a professor of management at Wichita State University, three of top five incentives ranked by employees had no cost, even though they were seldom done by employees' managers.
 - a. A personal thank you from one's managers for a job well done.
 - b. A written thank you from one's managers for a job well done.
 - c. Public place

When these forms of recognition are done in a timely, sincere manner, employees feel valued and appreciated.



To Ignacio (2004) we all should seek to know what employees want out of work situation, and then harness the constructive motives found in all good employee. Every worker wants to feel that the work he is doing is worth doing. He would like to experience participation, to have a voice in affairs which affect his interests, to be asked for his views on matters of general concern. He desires opportunity for betterment, room to grow for those who have what is needed for growth and are willing to work hard for their future. He seeks acceptance by his peers, by associate who are congenial. He would like the company to be fair to the interest of the worker and consider workers as associate with mutuality of confidence and understanding.

Moreover, according to Locke's model (as cited in Meyer, Becker, and Vandenberghe, 2004), motivation is a unitary concept. They stated that although they recognized variation in the degree of motivation, they did not acknowledge with the differences in the psychological states or mindsets which could accompany with motivation. Aside from that, according to Ryan's and Deci's (as cited in Meyer et. al., 2004) self-determination theory, motivation reflects as an intention to act. They stated that intention can be in the form of self-initiated or resulted from external inducements. Intrinsically motivated behaviour is undertaken purely for its own sake and reflects "the inherent tendency to seek out novelty and challenges, to extend and exercise one's capacities, to explore, and to learn", while extrinsically motivated behaviour refers to "the performance of an activity in order to attain some separable outcomes".

As a consequence, managers need to be aware of the different types of employees motivational factors as well as the changes of these factors over time. Managers have to learn from previous and current motivational programs to enhance their ability in introducing reward systems to fulfill employee's need since employee's motivation process requires a systematic approach. Therefore, employee's input must be valued and included throughout this process. It is critical to identify the factors affecting employee's job involvement as employee's motivation is an intricate and sophisticated subject. In order to enhance understanding of employee's motivation, managers must recognize. The imperativeness of employees' motivation, its concepts and employee's different needs in the organization.



According to Hung (2008). Employee has been recognized as one of the essential asset in an organization. Thus, in order for an organization to achieve a competitive advantage in this competitiveness organizational environment, the employee quality has become the major concern. One of the ways to update the knowledge, develop skills, make about behavioural and attitudinal changes as well as enhance the employee's ability to perform their tasks more efficiently and effectively is through training (Palo and Padhi, 2003). According to Pratten and Curtis (as cited in Rodriguez and Gregory, 2011), training plays a vital role in enhancing the quality of service offered to the organization.

On the other hand, researches said training and development is important to the Human Resource Management (HRM)'s and Total Quality Management (TQM)'s implementation. It is because it can enhance the employee's job involvement, ease the updating of skills, increase the sense of belonging, benefit and well-being, maximize commitment towards organization and build the organization's competitiveness. (Ooi, Arumugan, Safa, and Bakar, 2007). Aside from that, Lester (as cited in Farhan Akhtar, et. al., 2011) emphasized that professional must continuously relearn and retrain to keep their skills up to date. He asserted that all the employees have to keep on relearning and retraining new skills, knowledge and competencies in order to match their abilities with the dramatic changing environment. At the same time, he realized there is a positive correlation between training and the highest prior level of education possessed which maximize the employee's motivation. Thus, he concluded that if employees can successfully learn something new throughout the whole training program and they perceive the new things learn is really beneficial for them to seize the future opportunities, this will subsequently increase their job motivation as well as their job involvement.

People play a vital part in the internal, external and social system processes of an organization. These systems may consist of individuals and groups who are dynamic and are flexible enough to adapt to changing conditions in their job performance. People are the living, thinking, and feeling beings who work in an organization to achieve its objectives. Thus, it is said that, organizations exist to serve people, rather than people existing to serve the organization.

The organization of today is not the same as it was yesterday. Current government environment entails a lot of challenges in order to have good job performance in their work.



There are resources needed like machine, technology, manpower and money so that they will be motivated to be able to maximize their employee's satisfaction in terms of good quality performance and service in their own work place in the government. And this is possible only if the employees are efficient, effective and people-oriented. Employees perform in accordance with the expectations of their superiors. To get peak job performance the employers should have the following factors such as careful placement of employees to be given a job tailored to his competence and interests. It is easier to motivate an employee who loves his work. Management should give the employee sufficient and necessary information to perform his job well. An employee who participates in planning and decision-making within his competence gets the feeling of importance and a sense of achievement. A job that makes high demand on employee challenges them to improve their job performance. The employees will be given more pride of good workmanship and better accomplishment.

Many believe that giving satisfaction to employees motivates them to peak job performance. According to Drucker, it is responsibility that motivates employees to reach peak job performance. In addition, Drucker, states that monetary rewards are important motivating factors. But these are not enough. The money factor can only motivate if the employee is able and willing to assume responsibility.

The Cagayan State University at Lallo Campus started as the Cagayan Valley National Agricultural School in 1995 by Republic Act No. 1038 and Proclamation 239. By virtue of R.A. No. 3414 through the leadership of the late Congressman Tito M. Dupaya, the school was elevated into a college level on June 16, 1962. The school was then called the Cagayan Valley Agricultural College (CVAC).

On June 11, 1978, P.D. 1436 mandated the integration of the college level of CVAC into the Cagayan State University (CSU). Through the presidential approval, the secondary department was integrated into the university system on March 17, 1985. At present the CSU vision is "Transforming Lives by educating for the best." So CSU is committed to transform the lives of people and communities through high quality of instruction and innovative research, development, production and extension. Along this scenario, the researcher's interest on the employees performance was aroused to conduct this study



considering that in all organizations, employee's performances are more often than not affected by motivation.

STATEMENT OF THE PROBLEM

This study aimed to determine the employee's motivational factors on the job performance of Cagayan State University Lal-lo Campus, Lal-lo, Cagayan. Specifically, it sought to answer the following questions:

1. What is the profile of the respondents in terms of:
 - 1.1 Age;
 - 1.2 Gender;
 - 1.3 Civil Status;
 - 1.4 Educational Attainment;
 - 1.5 Length of Service;
 - 1.6 Employment Status; and
 - 1.7 Salary
2. To what extent do the respondents perceive the following motivational factors in terms of?
 - 2.1 salary
 - 2.2 working condition
 - 2.3 place of assignment
 - 2.4 opportunities for advancement
 - 2.5 career development
 - 2.6 benefits and incentives
 - 2.7 relationship with superior
 - 2.8 relationship with peers
 - 2.9 nature of work
3. To what extent do the following factors of motivation affects the respondent's performance?
 - 3.1 salary
 - 3.2 working condition
 - 3.3 place of assignment
 - 3.4 opportunities for advancement



- 3.5 career development
- 3.6 benefits and incentives
- 3.7 relationship with superior
- 3.8 relationship with peers and
- 3.9 nature of work

CONCEPTUAL FRAMEWORK

Motivation is only one element in getting employees to perform at their highest level. Just as important are ability and support. Individuals need to have skills and talent necessary to job properly. If they are under skilled and undertrained their performance will suffer. Often job motivation is treated as the same as job satisfaction is being associated with job behavior.

Herzberg's theory highlights the important distinction between extrinsic rewards (from hygiene) and intrinsic rewards (from motivators). Second, it reminds managers not to conduct solely on extrinsic rewards to motivate workers but to focus on intrinsic rewards as well. Third, it set the stage for later theories. The best way to motivate is to build challenge and opportunities into their job in that way even the prospect of doing the job may motivate the employee.

This theoretical consideration has been the foundation of the researcher's on the motivational factors and its effect on the performance of the employee's of Cagayan State University Lallo Campus in Lallo, Cagayan.

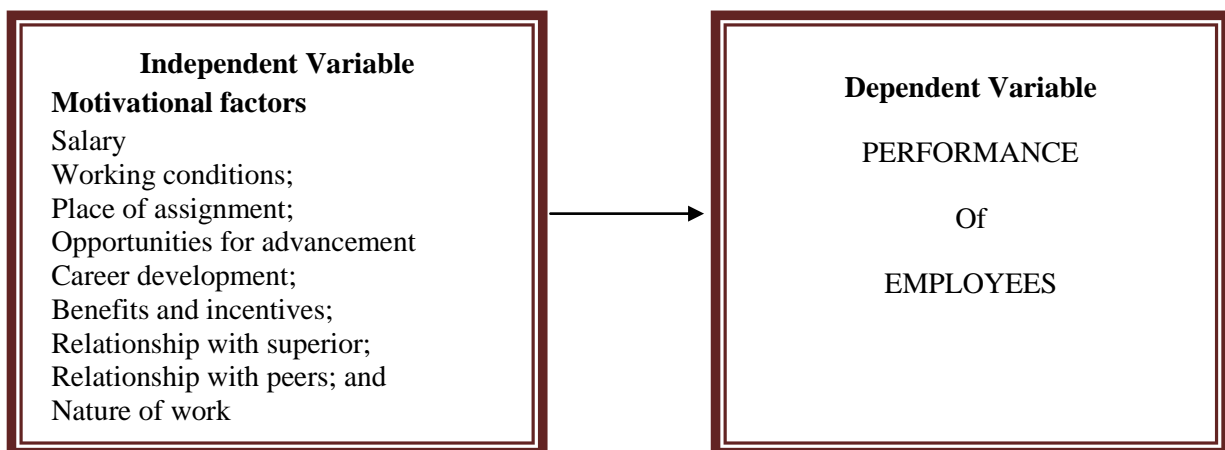


Figure 1. A Research Paradigm showing the Relationship of motivational factors to job performance



Figure 1 illustrates the relationship of variables are the factors of motivation namely; salary; working conditions; place of assignment; opportunities for advancement; career development; benefits and incentives; relationship with superior; relationship with peers; and nature of work and its effect on the performance whether high or low performance, the dependent variable. It is believed that if salary is sufficient, working condition are good, safe and clean, place of assignment meets the family needs there are opportunity for growth, development and advancement, there is continuing career development program, they enjoy fringe benefits and reasonable incentives, relationship with superior and peers or colleagues is smooth, and they find meaning of life in their work, chances are the employee's performance is high. On the contrary, the absence of these factors of motivation would lead to employee's low performance.

DATA ANALYSIS

The data that was gathered from the instrument was tallied and tabulated to ensure that the responses were accurately and properly summarized. The statistical tools that were used in the treatment of data are as follows:

Frequency count and percentage distribution was used to determine the profile of the respondents, weighted mean was used to determine the effect of the motivational factors on the job satisfaction of the respondents.

RESULTS AND DISCUSSIONS

This section presents the results of data gathered in accordance with the general problem of the study.

Table 1. Respondents' Profile

Variable	frequency	
Age		$\bar{X} = 40.45$ yrs old
Below 20	1	
21-25	7	
26-30	7	
31-35	6	
36-40	3	
41-45	6	
46-50	2	
51-55	4	
56-60	9	
61-65	2	



TOTAL	47	
Sex	frequency	percentage
Female	30	63.82
Male	17	36.18
Total	47	100.00
Civil Status	frequency	percentage
Single	13	27.66
Married	31	65.96
Widow(er)	3	6.38
Total	47	100.00
Highest Educational Attainment	frequency	percentage
College Graduate	23	48.94
Masteral Degree	19	40.42
Doctoral Degree	5	10.64
Total	47	100.00

Length of Service	frequency	
10 yrs. and below	20	– X= 17.57 yrs in the service
11-15 yrs	4	
16-20 yrs	6	
21-25 yrs	4	
26-30 yrs	3	
31 yrs and above	10	
Total	47	
Employment Status	frequency	percentage
Permanent	31	65.96
Contractual	16	34.04
Total	47	100.00
Monthly Salary	frequency	
P 10,000 and below	7	– X= P 15,002.66
P 10,001- P 20,000	20	
P 20,001- P 30,000	9	
P 30,001- P 40,000	10	
P 40,001- P 50,000	1	
Total	47	

Table 1 shows the respondents' profile. Age of the respondents ranges from 21 to 65 years old with a mean age of 40.45 years old. These implies that majority of the respondents are in the mids of their age and are still strong vibrant and energetic in the service.

The same table shows that the population under study are dominated by female with a frequency of 30 or 63.82% as against their male counterpart with a frequency of 17 or



36.18%. These connote that now a days female dominates the working force in the organization under study.

The same table also shows the distribution of respondents as regards to their civil status. It can be seen that majority of the respondents are married with a frequency of 31 or 65.96%, 13 or 27% are single while 3 or 6.38% are either widowed or widower. This means that majority of the respondents are familied and are raring to work to support their family needs.

The highest educational attainment of the respondents are reflected in the same table of reference. It is very clear that most of the respondents are college degree holder with a frequency of 23 or 48.94%, while those with Masteral degree tallied a frequency of 19 or 40.42% and 5 or 10.64% are Ph.D holders. This signifies that some are still undergoing professional advancement.

The length of service of the respondents is also exhibited in the table 1 and displays that the respondents are below 10 yrs. to above 31 yrs. in the service with a mean year of service equal to 17.57 years. This only support the findings that majority of the respondents are in their middle ages.

As to the respondents' employment status, table 1 also shows that 31 or 65.96% are permanent while 16 or 34.04% are contractual, denoting that majority of the respondents are securely protected in their tenure of service.

Respondents' salary is reflected also in table 1 which shows that their salary ranges from P 10,000.00 and below to P 50,000.00, with a mean monthly salary pay of P 15,002.66. This signifies that very few of the respondents are receiving below P 15,000.00 while majority are enjoying their monthly pay of P 15,000.00 and above.

Table 2. Respondents' Perception on the Motivational Factors under study Salary

Motivational Factors	frequency	percentage
1.1 Does your pay satisfy your needs?		
Yes	24	51.06
No	23	48.94
Total	47	100.00
1.2 If no, do you have extra job for extra money?		
Yes	11	47.82
No	12	52.18
Total	23	100.00
1.3 How do you perceive		



your salary?		
Very High	0	
High	2	
Average	40	
Low	5	
Very Low	0	
Total	47	

weighted average = 2.94 – Average

Working Condition

2.1 Does your workplace have?	Yes	percentage	No	percentage
Adequate lighting facilities	39	82.98	8	17.02
Adequate ventilation and free from health hazards	44	93.62	3	6.38
Adequate working space and premises clean and well maintained	39	82.98	8	17.02
Adequate rest of lavatory rooms	19	40.42	28	59.58
Adequate office supplies and equipment	28	59.57	19	40.43

2.2 What is your assessment of the workplace where you are assigned?	frequency	percentage
Conducive for working	43	91.49
Not conducive for working	4	8.51
Total	47	100.00

2.3 How do you perceive your working condition in your assigned station?	frequency
Excellent	1
Very Good	28
Good	18
Fair	0
Poor	0
Total	47

weighted mean= 3.64 adjectival value = very good

Place of Assignment

3.1 Would you perform better if you are assigned near your place of residence?	frequency	percentage
Yes	45	95.74
No	2	4.26
Total	47	100.00



Opportunity for Advancement

	frequency	percentage
4.1 What position are you holding at present?		
Teaching	21	44.68
Non-teaching	26	55.32
Total	47	100.00
4.2 Have you ever been granted scholarship grants?		
Yes	7	14.89
No	40	85.11
Total	47	100.00
4.3 What other opportunities do you suggest for further advancement?		
Chance to attend seminars, trainings twice a year	10	21.28
More trainings and seminar	9	19.15
Obtain doctoral degree and attend national and international seminars/workshop	1	2.13
There should be an enrolment system in our office to facilitate our work	3	6.38
To have latest equipment to be used at the office or to my work	11	23.40
To be sent for international research presentations	3	6.38
Conduct researches funded by the university	6	12.77
Immersion programs and trainings	4	8.51
Total	47	100.00

Career Development

	frequency	percentage
5.1 Have you attended trainings and seminars?		
Yes	41	87.23
No	6	12.77
Total	47	100.00
5.2 Are these trainings and seminars related to your job?		
Yes	39	82.98
No	8	17.02
Total	47	100.00

Benefits and Incentives

	frequency	percentage
6.1 What benefits and incentives do you presently enjoy?		
1. Pag-ibig	27	57.45
2. Phil. Health	27	57.45
3. 13 th Month Pay	28	59.57
4. CNA	28	59.57



5. GSIS	29	61.70
6. Clothing Allowance	29	61.70
7. Performance Bonus	25	53.19
8. Others	16	34.04

6.2 How do you perceive this benefits and incentives being given to you?	frequency
Excellent	2
Very Good	23
Good	8
Fair	0
Poor	5

Weighted mean = 3.47 Adjectival value = Good

Relationship with Supervisor

How do you assess your working relationship with your supervisor?	frequency
Excellent	5
Very Good	31
Good	9
Fair	2
Poor	0
Total	47

Weighted mean = 3.76 Adjectival value = Very Good

Relationship with Peers

How often do you get together with the other co-workers?	Frequency
Always	16
Often	20
Sometimes	10
Seldom	1
Never	0
Total	47

Weighted mean = 4.08 Adjectival value = Often

What do you usually do when you get together?	Frequency	Rank
Discuss matters pertaining to job	27	1
Share problem relative to job	26	2
Get to know better the other co-worker	15	3

Nature of Work

9.1 Are you clarified about the nature of your job and what you are expected to accomplish?	Frequency	percentage
Yes	44	93.62
No	3	6.38
Total	47	100.00



9.2 How do you assess your job?	Frequency	Rank
Job responsibilities are clearly defined	27	1
Give opportunity to apply adequate learning in trainings or seminars	16	3
Provides opportunity to apply and utilize my ability to the fullest extent	17	2

9.3 How do you perceive your salary?	Frequency
Excellent	3
Very Good	37
Good	7
Fair	0
Poor	0

Weighted mean = 3.91 Adjectival value = Very Good

Table 2 presents the respondents' perception on the motivational factors under study. As to the question whether the respondents' pay satisfy their needs 24 or 51.06% answered "yes" while 23 or 48.94% answered "no". This implies that the respondents are clamouring for more in terms of their salary.

For the 23 who answered "no" to the question whether their salary satisfies their needs, 11 of them or 47.82 percent claims they have extra job for extra money to supplement their low income while the others say they don't have extra job to supplement their salary. Probably those who do not have extra job either lactating mothers or just contented with what they have.

On the respondents' perception of their salary, a majority of 40 or 85.11% their salary are average only the remaining seven of them either claim to have high or low salary.

As to their working condition, same table reveal that most of them have adequate lighting facilities; adequate ventilation and free from health hazards; and adequate rest and lavatory rooms was claimed by a few of the respondents, and more than 50% of the population also say that there is adequate office supplies and equipment. This implies that the respondents are enjoying their working condition.

On the respondents' assessment of the workplace where they are assigned, 43 or 91.49% claims that the workplace where they are assigned is conducive for working while only 4 or 8.51% say it is not conducive for working. Probably majority of the respondents are



provided with the desired amenities ideal for a workplace while a few could have been assigned in the janitorial services.

As to the respondents' assessment on their working condition of the station where they are assigned, same data of table 2 reveal a weighted mean of 3.64 which is interpreted to be "very good".

Ask whether the respondents could perform better if they are assigned near their place of residence, almost all of them are unanimous in saying "yes" while only 2 or 4.26% say "no".

These findings indicate that the employees of CSU Lallo are happy in their job assignments.

Table 2 also present the respondents' opportunity for advancement. First, respondents were asked as to what position are they holding at present. Of the 47 respondents 21 or 44.68% say they are "non-teaching" and 26 or 55.32% are "teaching". This reveals that there are many support staff in the agency under study and so therefore teachers have more time to concentrate on the preparation of their lessons and other co-curricular activities and professional advancement.

Asked whether they have been granted scholarship grants, 7 or 14.89% claimed they were granted scholarships and 40 or 85.11% were not yet granted. This implies that probably some members of the teaching staff are given priority in the granting of scholarship slots. Others go on their own in terms of their professional advancement.

Respondents' suggestions for other opportunities for further advancement are reflected in the same table 2. Number 1 suggestion is "Chance to attend seminars, trainings twice a year" with a frequency of 10 or 21.28%, next is "more trainings and seminars" got a frequency of 9 or 19.15%, "Obtain a Ph.D degree and attend national or international seminars/workshops" was suggested by 1 or 2.13%, "There should be enrolment system in our office to facilitate our work" was suggest by 3 or 6.38%. "Have latest equipment to be used at the office or at my work" has 11 or 23.40%, "To be sent for international research presentations" with 3 or 6.38%, "Conduct researches funded by the University" has 6 or 12.77%, and "Immersion programs and trainings was also suggested by 4 or 8.51% of the respondents. This means that a variety of suggestions were offered by the respondents according to their line of interest or work assignments for the improvement of their job performance.



Asked whether their suggested trainings and seminars were related to their jobs, 39 or 82.98% said “yes” while 8 or 17.02% say “no”. This indicates that suggestions offered by the respondents are job related.

On their benefits and incentives, table 2 again presents the list of benefits and incentives given to the respondents. Almost all of the respondents are registered with Pag-ibig; PHILHEALTH; and GSIS; are given 13th month pay; CNA; Clothing Allowance; Performance Bonus; and OTHERS. This implies that the respondents are securely covered with basic security needs in their jobs.

On the perception of the respondents’ about the benefits and incentives given to them, a weighted mean of 3.47 reveal that these benefits are perceived to be “GOOD” to the respondents.

The respondents’ relationship with their supervisor is reflected also in table 2. Same data in the table cited reveal that their assessment on their relationship with the supervisor shows a weighted average of 3.76% or “very good”. This denotes that they are well treated by their supervisor hence they are happy in their job.

Their relationship with their peers as to how often do they get with their co-workers is also seen in table 2 that gave a weighted mean of 4.08 meaning they “often” get together that give them opportunity to exchange pleasantries and share solutions to their problems in relation to their work and families. This is one way of releasing stress and tension they get from their work.

When the respondents get together they usually “discuss matter pertaining to their job”, “share problem relative to their job”, and “getting to know better their other co-workers”. These come in succession in table 2 as ranked by the respondents.

Asked whether they are clarified about the nature of their job, 43 or 93.62% say “Yes” and only 3 or 6.38% say “No” as shown in the same table.

As to their assessment of their job, 27 ranked “Job responsibilities were clearly defined” as No. 1, third in rank is “Give opportunity to apply adequate learning in trainings or seminars”, and “provides opportunity to apply and utilize my ability to the fullest extent was 2nd in rank.

As to the perception on their job responsibilities, the respondents claim that is “very good” with a weighted mean of 3.91.



Table 3. Extent of the Effects of Motivation Factors on Job Performance

Motivational Factors	Weighted mean	Adjectival value
Salary	3.61	Great Extent
Working Condition	3.78	Great Extent
Place of Assignment	3.76	Great Extent
Opportunity for Advancement	3.59	Great Extent
Career development	3.78	Great Extent
Benefits and incentives	3.11	Moderate Extent
Relationship with supervisor	3.98	Great Extent
Relationship with peers	4.02	Great Extent
Nature of work	4.06	Great Extent

Table 3 shows the extent of the effects of motivation factors on Job performance of the respondents. Effects of salary received a weighted mean of 3.61 or “great extent”; “working condition” gave a weighted mean of 3.78 or “great extent” also; place of assignment too was rated “great extent” with a weighted mean of 3.76; opportunities for advancement was also perceived as “great extent” with a weighted mean of 3.59; career development was thought to be of “great extent” too with a weighted mean of 3.78.; benefits and incentives was rated “moderate extent” with a weighted mean of 3.11; relationship with supervisor collected a weighted mean of 3.98 or to a “great extent”; relationship with peers also got a weighted mean of 4.02 or to a “great extent” and nature of work with 4.06 weighted mean or to a “great extent” also. This suggest that all motivation factors cited have great extent effects on job performance except benefits and incentives. Probably the respondents want more benefits and incentives.

DISCUSSIONS

RESPONDENTS PROFILE

The mean age of the respondents is 40.45 years old clearly shows that the employees of CSU at Lallo Campus are in their most prolific stage of their life. Experience, wisdom and skills have already tempered these employees at this stage, hence it is usually expected that the job performance is high. Female employees are also dominant in the organization is 30 (63.32%) as against their male counterpart which is only 17 (36.18%). As such, female play a vital role in the organization under study. Their roles in the organization probably include decision making on policies relative to the attainment of the goals, objectives and mission of the organization. Majority of the respondents are also married 31 (65.96%) while 13 (27.66%) are single, and 3 (6.38%) are either widowed or widower. As a consequence, it is



expected that familial employees are more enthusiastic in their job because of their eagerness to provide a decent life style for their siblings' health and education. Majority of the employees are college degree holders 23 (48.94%); while 19 (40.42%) are Masteral degree holders. Only 5 (10.64%) are Ph.D degree holders. Interviews among the college degree holders showed that majority of them are still in pursuit of their post graduate studies for their advancement. The respondents claim that they are doing this in their attempt to grow professionally and have a higher salary. The respondents' mean years of work experience which is 17.57 years signifies that they are already sharpened and tempered in their job assignments. Most of them are also well secured in their job as 31 (65.96%) of them are permanent as against a minority of 16 (34.04%) are still contractual in their position. The respondents enjoy a salary range of P 10,000.00 and below up to P 50,000.00 with a mean salary of P 15,002.66. This indicate that majority are within the low-income bracket.

RESPONDENTS' PERCEPTION OF THE MOTIVATIONAL FACTORS

Salary as a motivational factor was assessed by 24 (51.06%) of the respondents that it satisfy their needs while 23 (48.94%) claim that their salary do not satisfy their needs. However, 11 (47.82%) say they supplement their salary by having extra jobs for extra income, and 12 (52.18%) say they don't have extra job to supplement their low income. Most of the respondents do perceive their salary as on the average level with a weighted mean of 2.94.

As to their work condition, the respondents agree that their work are well ventilated and free from hazards, within adequate rest and lavatory rooms, adequate office supplies and equipment, and adequate lighting facilities. Generally, the respondents are provided with a good working place, and so therefore, is conducive for working. They also perceived their working condition to be very good with a weighted mean of 3.64.

A very important revelation in this study is the effect of the place of assignment of the respondents on their job performance. Almost all of the employees included in this study claim that they would perform better in their jobs if assigned near their place of residence.

There are more non-teaching employees at CSU Lallo campus than employees who are holding teaching positions. Of the 47 employees under study, only 7 were granted scholarship grants while the other 40 respondents were not. All of those granted scholarship



grants are with the teaching staff. This also reveal that teachers are given priority in terms of career advancement.

Respondents suggest that they should be given chance to attend seminars, trainings at least twice a year, pursue their doctoral degrees or attend national and international seminars/workshops, have enrolment system to facilitate their work, sent for international research presentations, conduct researches funded by the university and also go for immersion programs and trainings.

Forty-one of the respondents attended trainings and seminars for the development of their career, however thirty-nine claims that their seminars/trainings attended were related to their work, but eight of the respondents say the trainings and seminars they attended were not job-related.

The respondents are presently enjoying benefits given them such as PAG-IBIG, PHILHEALTH, 13th Month Pay, CNA, Clothing Allowance, Performance Bonus and Others. These benefits and incentives given to the respondents were perceived by them to be “good” with a weighted mean of 3.47. They also perceived their working relationship with their supervisor as “very good”. They also “oftenly” get together with other co-workers and during this occasion, they discuss matters pertaining to their jobs, share problems relative to their jobs, and getting to know better each other. They are also clarified about the nature of their jobs and what they are expected to accomplish. The respondents are also given clear definition of their job responsibilities and are given the opportunity to apply and utilize their ability to the fullest extent using what they have acquired from their trainings or seminars attended. The respondents are also given “very good” salary according to their perception.

The respondents also perceived that all motivational factors included in this study affect to a “great extent” their job performance.

CONCLUSION

All aspects of human endeavor in an organization should be considered in an attempt to improve job performance. Intrinsic as well as extrinsic motivation are always a catalyzer of driving a human being to use his efforts to the fullest in attaining a well-defined purpose. As such, management should always give utmost recognition and awareness of the motivational factors related to job performance for the successful attainment of the goals and objectives of an organization. Managers should bear in mind that an employee’s



motivation is influenced by his attitudes. When an employee fully believes in what he is doing and fully recognizes its significance, he is inclined to put his best efforts (Roldan, 2007).

IMPLICATIONS FOR FURTHER RESEARCH/RECOMMENDATIONS

The core of this study is on the motivational factors affecting the job performance of employees of the Cagayan State University Lallo Campus. Future researches can use the result of this study to validate its findings availing of a wider scope and bigger number of respondents. Managers can also use the findings of this study in policy and decision making. More parallel studies should be conducted on a wider scale for purpose of identifying other motivational factors affecting job performance.

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