

**FACTORS ASSOCIATED WITH TARDINESS
OF NON-TEACHING PERSONNEL OF
CENTRAL PHILIPPINE UNIVERSITY**

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ABSTRACT

The study aimed to determine the factors associated with tardiness such as: age, sex, civil status, income, nature of work, household size, educational attainment and length of service of the non-teaching personnel of Central Philippine University in the School Year 2001-2002. The study used the descriptive method and data gathered were analyzed using the Statistical Package for Social Science software. For descriptive purposes, percentages, means, and other measures of central tendency were used. Cramer's V, Pearson R, and Gamma coefficient of association was utilized for relational analysis. It was found out that sex, monthly income, nature of work, marital status, and educational attainment are related to the frequency of tardiness incurred by the non-teaching personnel of Central Philippine University.

INTRODUCTION

Background and Rationale

CPU's Vision says, "A university committed to Exemplary Christian Education for Life (EXCEL) and responsive to the needs of the total person and the world" and the mission of Central Philippine University is to carry out a program of spiritual, intellectual, moral, scientific, technological, and cultural training, and allied studies under influences which strengthen Christian faith, build up character and promote scholarship, research and community service. (CPU Staff Manual, 2002)

To fulfill the vision and mission of the university, every employee should be an example in words and in deeds so that others can be won to Christ by his/her influence. The faculty and the staff of Central Philippine University play an important role in the lives of the students enrolled in the University and the community it serves. Having competent personnel is not enough to satisfy the needs of the students, but having personnel who are committed to their jobs and have the right

kind of attitude like reporting to work on time would make a lot of difference. According to the Bible, in James 2:18 "Someone will say, 'You have faith, and I have works.' Show me your faith without your works and I will show you my faith by my works." Employees of Central Philippine University should be a light to the world. Matt.5:16 says, "Let your light so shine before men, that they may see your good works and glorify your Father in heaven".

An employee who is habitually late can have a demoralizing effect on other employees who come for work on time. Habitual lateness can be considered as an infectious disease. Soon many employees may exhibit tardiness. Individuals who are not satisfied or happy at work—that is, who find little reinforcement in their jobs—will tend to miss work or show up late occasionally.

Objectives of the Study

The study was conducted to determine the factors associated with tardiness of the non-teaching personnel of Central Philippine University.

Specifically, the study aims to:

1. to describe the CPU non-teaching personnel in terms of age, sex, civil status, length of service, educational attainment, income, household size, and nature of work;
2. to determine the extent of tardiness among the non-teaching personnel of Central Philippine University; and
3. to find out if frequency of tardiness of the non-teaching personnel of Central Philippine University is related to age, sex, civil status, length of service, educational attainment, income, household size, number of children, and nature of work.

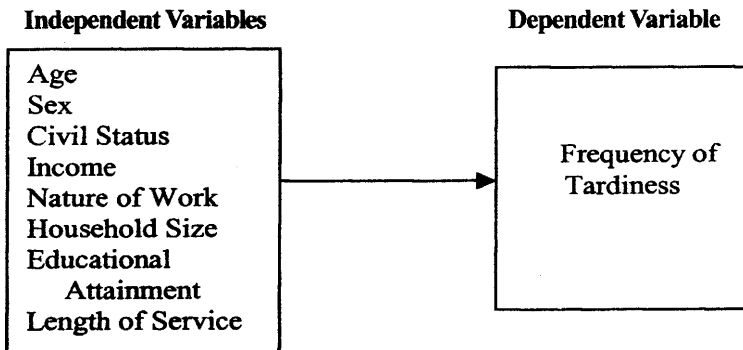


Figure 1. Paradigm of the study.

METHODOLOGY

The researcher used a one-shot survey design and a descriptive method in the study. With official permission from the President of Central Philippine University, a structured survey questionnaire was distributed to the target respondents, the 152 non-teaching personnel of CPU.

Data of the Personnel Office on the frequency of tardiness of the non-teaching personnel of Central Philippine University was also used.

Data processing was done using the Statistical Packages for the Social Sciences (SPSS) software. Since the study is descriptive, data analysis include descriptions using percentages, means, and other measures of central tendency. To determine the existence and degrees of relationships between variables Cramer's V, Gamma, and Pearson R were used.

MAJOR FINDINGS

Socio Economic Profile of Central Philippine University Non-teaching Personnel

Table 1 shows the recoded ages of non-teaching personnel of Central Philippine University. More than half (58 percent) of the non-teaching personnel of Central Philippine University were at least 41 years old and the rest (42 percent) were 40 years of age or younger. On the average the non-teaching personnel of Central Philippine University is 42.39 years of age.

Majority (60 percent) of the non-teaching personnel of Central Philippine University belong to a household with 4 to 7 members while more than one fourth (30 percent) have 1 to 3 members. One in every ten (10 percent) has a household size of 8 or more. The data also reveal that less than half (45 percent) of the respondents have 1 to 3 children, while about a third (33 percent) were either single or married couples who has no children. Less than one fourth (22 percent) of the respondents have 4 or more children.

The data also show that the majority (71 percent) of the non-teaching personnel are receiving five thousand to ten thousand pesos per month while only a little less than three in every ten (29 percent) were receiving ten thousand one or more per month.

More than half (59 percent) of the non-teaching personnel of Central Philippine University were female while the rest (41 percent) were male. Majority (64 percent) were married, a considerable portion (31 percent) are single and a very small percentage (5 percent) are widows.

Table 2 reveals almost half (46 percent) of all the non-teaching personnel at Central Philippine University have finished a college education. More than one-fourth (27 percent) have either earned some post graduate units or have finished a graduate degree. One in every ten (10 percent) have finished high school and a very minimal percentage have had some high school education or had graduated from the elementary (3 percent and 5 percent, respectively).

Shown in Table 3 is the number of years that non-teaching personnel of Central Philippine University have served the university. The table reveals that less than half (45 percent) have served the university for a maximum of ten years. Fifteen percent (15 percent) have served the university for 11 to 20 years; thirty two percent (32 percent) from 21 to 30 and only eight percent (8 percent) have served the university for thirty and more years.

Table 1. Distribution of Central Philippine University Non-Teaching Personnel According to Age (N = 152)

<u>Age</u>	F	%
21-30	33	21.0
31-40	32	21.0
41-50	44	29.0
51-60	36	24.0
61 & above	7.	5.
Total	152	100.0
<u>No. of Household Members</u>	F	%
1-3	45	30.0
4-7	91	60.0
8 & above	16	10
Total	152	100.0
<u>No. of Children</u>	f	%
0	50	33
1-3	68	45
4 & above	34	22
Total	152	100.0
<u>Monthly Income</u>	f	%
5,000-10,000	107	71.0
10,001-15,000	45	29.0
Total	152	100.0
<u>Sex</u>	F	%
Male	63	41
Female	89	59
Total	152	100.0
<u>Marital Status</u>	F	%
Single	47	31
Married	97	64
Widow	8	5
Total	152	100.0

Table 2. Distribution of Central Philippine University Non-Teaching Personnel According to Educational Attainment (N = 152)

Educational Attainment	f	%
Elementary Graduate	8	5
Some High School	5	3
High Graduate	15	10
Some College	13	9
College Graduate	70	46
Some Post Graduate	33	22
Post Graduate	8	5
Total	152	100.0

Table 3. Distribution of Central Philippine University Non-Teaching Personnel According to the Number of Years of Service in the University (N = 152)

Length of Service	f	%
1-10 years	68	45
11-20 years	22	15
21-30 years	49	32
30 and above	13	8
Total	152	100.0

Based on the records of the Personnel Office, as shown in Table 4, there were one third (34 percent) answered that they were rarely late and there were a few (9 percent) who admitted that they were always late in reporting to work. But there were those (24 percent) who have never been late in reporting to work.

Table 4. Distribution of Central Philippine University Non-Teaching Personnel According to the Number of Times They had been Late in Reporting to Work (N = 152)

Number of Times Late	f	%
Never	37	24
Rarely (1-25)	51	34
Sometimes (26-50)	23	15
Often (51-75)	27	18
Always (76 & above)	14	9
Total	152	100.0

Shown in Table 5 is the relationship between the number of children and the number of times the non-teaching personnel had been late in reporting to work.

Less than half (35 percent) of the employees who have the most number of children reportedly have never been late in reporting for work, majority (41 percent) of them were also rarely late in reporting to work. Majority of those who answered that they were always late in reporting to work were those who have no children. The data show a trend that those with fewer children tend to incur more cases of tardiness compared to those with more children.

Table 5. Distribution of Central Philippine University Non-Teaching Personnel According to Number of Children and Number of Times They Had Been Late in Reporting to Work (N = 152)

How often been late	Number of Children							
	0		1-3		4 & above		Total	
	f	%	F	%	f	%	f	%
Never	7	14	18	27	12	35	37	24
Rarely (1-25)	16	32	21	31	14	41	51	34
Sometimes (26-50)	10	20	9	13	4	12	23	15
Often (51-75)	11	22	13	19	3	9	27	18
Always (76 & above)	6	12	7	10	1	3	14	9
Total	50	100.0	68	100.0	30	100.0	152	100.0

R= -0.270

Table 6 shows the relationship between sex and the number of times a non-teaching personnel of Central Philippine University had been late in reporting to work.

More than half (52 percent) of the male non-teaching personnel were never late while some (36%) were rarely late in reporting to work. While only very few (5 percent) of the female non-teaching personnel were never late in reporting to work. The trend shows that females tend to incur more incidence of tardiness compared with men. Using the Cramer's V to test the association between sex and the number of times a non-teaching personnel had been late in reporting to work, the value of 0.627 is significant. This means that sex is highly associated with the number of times a non-teaching personnel had been late in reporting to work.

Table 6. Distribution of Central Philippine University Non-Teaching Personnel According to Sex and the Number of Times They Had Been Late in Reporting to Work (N = 152)

How often been late	Sex					
	Male		Female		Total	
	f	%	f	%	f	%
Never	33	52	4	5	37	24
Rarely (1-25)	23	36	28	32	51	34
Sometimes (26-50)	3	5	20	23	23	15
Often (51-75)	3	5	24	27	27	18
Always (76 & above)	1	2	13	15	14	9
Total	63	100.0	89	100.0	152	100.0

Cramer's $v = 0.627$

significant at 0.05 level

The relationship between monthly income and the number of times a non-teaching personnel of Central Philippine University had been late in reporting to work is shown in Table 7.

Majority (34 percent) of the non-teaching personnel who were receiving a monthly salary of 10,000 thousand pesos or less were never late in reporting to work while in contrast, a very minimal percentage (2 percent) of the employees who are receiving more than ten thousand answered that he/she was never late in reporting to work. But let us also note that less than half (40 percent) of those who were receiving a salary of more than ten thousand were rarely late in reporting to work. This shows that those who belong to the higher income bracket tend to report to work late more often as compared with those who belong to the lower income bracket. This proves that salary, wages, benefits and the like are not the only motivators that will encourage an employee to improve his/her performance. When Gamma was used to test the relationship between monthly income and the number of times a non-teaching personnel had been late in reporting to work, a value of 0.438 was obtained. This implies a significant association between the two variables.

Table 7. Distriution of Central Philippine University Non-Teaching Personnel According to Monthly Income and the Number of Times They Had Been Late in Reporting to Work (N = 152)

How often been late	Monthly Income					
	5,000 – 10,000		10,001 – 15,000		Total	
	f	%	f	%	f	%
Never	36	34	1	2	37	24
Rarely (1-25)	33	31	18	40	51	34
Sometimes (26-50)	15	14	8	18	23	15
Often (51-75)	13	12	14	31	27	18
Always (76 & above)	10	9	4	4	14	9
Total	107	100.0	45	100.0	152	100.0

Gamma = .438

Shown in Table 8 is the relationship between nature of work and the number of times the non-teaching personnel of Central Philippine University had been late in reporting to work.

All (100 percent) all of the non-teaching personnel assigned to maintenance were either never or rarely late in reporting to work while more than half (53 percent) of the non-teaching personnel assigned to non-academic offices were either often or always late in reporting to work. None of those assigned in the academic offices was always tardy. Based on the Cramer’s V value of 0.431, the variables were correlated with each other.

Table 8. Distribution of Central Philippine University Non-Teaching Personnel According to Nature of Work and the Number of Times They Had Been Late in Reporting for Work (N = 152)

How often been late	Nature of Work							
	Non Academic		Academic		Maintenance		Total	
	f	%	f	%	f	%	f	%
Never	8	9	1	5	28	65	37	24
Rarely (1-25)	30	35	6	27	15	35	51	34
Sometimes (26-50)	14	16	9	41			23	16
Often (51-75)	21	24	6	27			27	18
Always (76 & above)	14	16					14	9
Total	87	100.0	22	100.0	43	100.0	152	100.0

Cramer’s V = .431

The relationship between educational attainments and the number of times the non-teaching personnel of Central Philippine University had been late in reporting to work is shown in Table 9.

Majority (63 percent) of the non-teaching personnel who were elementary graduates were never late and the rest (37 percent) were rarely late in reporting to work. About half (39 percent) of the total non-teaching personnel who were college graduates were rarely late. Those who have taken some post graduate subjects have the highest percentage (21 percent) of those who answered that they were often late and the same percentage (21 percent) of those who have answered that they are always late in reporting to work. When Gamma was used to test the relationship between the two variables, a value of 0.599 was obtained. This implies that there is significant association between educational attainment and the number of times a non-teaching personnel had been late in reporting to work. The findings shows that non-teaching personnel with lower educational attainment reports to work early as compared to those with higher educational attainment.

Table 9. Distribution of Central Philippine University Non-Teaching Personnel According to Educational Attainment and the Number of Times They Had Been Late in Reporting for Work

How often been late	Educational attainment															
	Elem Grad		Some HS		HS Grad		Some College		College Grad		Some Post Grad		Post Grad		Total	
	f	%	f	%	f	%	f	%	f	%	f	%	f	%	f	%
Never	6	75.0	2	40.0	5	33.0	6	46.0	6	9.0	13	39.0	1	13.0	26	17
Rarely 1-5	2	25.0	6	60.0	9	60.0	6	46.0	31	44.0	16	48.0	4	50.0	68	45
Often 6-20							1	8.0	31	44.0	4	13.0	2	24	50	33
Always everyday					1	.07			2	3.0			1	.13	8	5
Total	8	100.0	5	100.0	15	100.0	13	100.0	70	100.0	33	100.0	8	100.0	152	100.0

Gamma = .599

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Non-teaching personnel of Central Philippine University has an average age of 42.39 years of age. Majority of them have four to seven members of the family living with them. About one third (30 percent) have 1-3 children. Less than half have 1 to 3 children, while about a third were either single or married but has no children. Majority were receiving five thousand to ten thousand pesos per month. Although female members were slightly more than male members, there were nearly equal proportions of both sexes.

As to nature of work, a little more than half work in the non-academic offices, while the rest were distributed to academic offices and maintenance. More than half were married, majority have attended college education and have served the university for less than twenty years.

Based on the records of the Personnel Office, 51 employees were recorded to be late for not more than twenty five times for the last six months, more than a third were never late and a very minimal percentage was always late for the last six months. Almost all of the non-teaching personnel in the 61 and above age group were rarely late in reporting to work followed by the 51 – 60 age group (41 percent). None of the employees that belong to the oldest bracket were always late. This shows that the older ones have stronger value for promptness as compared to the younger ones.

It is interesting to know that majority of those who belong to the biggest household size were rarely late and those who have the most number of children were never late in reporting to work. The female personnel tend to incur more incidence of tardiness compared with men.

Majority of the non-teaching personnel who were receiving a monthly salary of 10,000 thousand pesos or less were never and were rarely late in reporting to work. This shows that those who belong to the higher income bracket tend to report to work late more often as compared with those who belong to the lower income bracket.

Majority of the non-teaching personnel assigned to maintenance were never late in reporting to work. While all those who were always late in reporting to work were assigned to non-academic offices.

Most of the non-teaching personnel who were not able to graduate in college were never late in reporting to work. Educational attainment was substantially associated with the number of times a non-teaching personnel had been late in reporting to work.

The longer an employee had stayed with the university, the less likely that he/she will be tardy in reporting to work.

RECOMMENDATIONS

In view of the findings and conclusions, the following were recommended.

1. Review and examine the current written guidelines on employee tardiness and check if an existing policy needs revision, improvement or be reinforced.
2. Employees should be aware of the implementation if there will be any changes in the guidelines. Every employee should have a copy.
3. Guidelines on tardiness and other work ethics should be part of new employee orientation. These should stress that tardiness will not be tolerated.
4. Trainings or seminars on the importance of promptness must be conducted on a regular basis.
5. Promptness in reporting for work should have a bigger weight in performance evaluation.
6. Supervisors and employees should always be reminded of their responsibilities.

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