

FACTORS ASSOCIATED WITH JOB SATISFACTION AND JOB PERFORMANCE OF THE RANK AND FILE EMPLOYEES AT CENTRAL PHILIPPINE UNIVERSITY

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ABSTRACT

This study was conducted to find out whether or not the Rank and File employees' personal and work related factors are associated with their job satisfaction and job performance. The sample consisted of the 109 ranks and file employees of Central Philippine University whose job performance was evaluated in November 2002. The instrument used was rating scale questionnaire. The data were analyzed using the Statistical Package for the Social Sciences (SPSS) software. Descriptive statistics and central tendencies were generated to describe the rank and file employees' personal and work related characteristics as well as their level of job satisfaction. Cross tabulation of variables was prepared and tests for association like, gamma and chi-square tests were set at .05 level of significance. The highest percentage of the overall job satisfaction level of the CPU Rank and File Employees revealed that employees were somewhat satisfied with their work at CPU. Moreover, their overall job performance was "very good". Findings revealed that only sex and civil status were significantly related to job performance of the rank and file employees at Central Philippine University.

INTRODUCTION

Background and Rationale

If you are employed, you spend approximately eight hours per day and one half of your waking life excluding holidays, weekends and vacations in your job. For your sense of wellbeing, it is important that you like what you do. What makes job satisfaction? Considerable researches have been conducted to answer this question but none has given a definite and conclusive answer. Job satisfaction is too complex a phenomenon to be reduced to simple causal factors.

One of the most controversial issues in the field of employee motivation concerns the relationship between job satisfaction and performance. The controversy stems from the disagreements not only on the potential causal relationship between these two factors but also on their meanings and measure-

ments. For example, what do we mean by job satisfaction and how should we measure work performance most accurately?

In any work situation, job satisfaction and job performance are the two factors, which cannot be taken for granted either by the employers or the employees. Although believed to go hand in hand, job satisfaction and job performance have their own deeper connotations and meanings. Each plays a very important part in the discharge of the worker's functions.

Caipang (1989) citing Keith (1977) says that in the past, it is assumed that high employee job satisfaction led to high productivity, but later research indicated otherwise and that satisfied workers might be high, low, or average producers. The satisfaction-productivity relationship is quite complex, being influenced by many intervening variables, such as the rewards that an employee receives and many more.

The researcher observed that some employees are not satisfied with their job yet they perform their work well. Some appear to be satisfied with their job and acknowledge them too, yet records on performance evaluation show low ratings, which indicate that they could not perform their job satisfactorily.

There is no strong acceptance among researchers, consultants and managers that an increase in employee job satisfaction could lead to improved job performance. On the other hand there are research evidence showing that improved job satisfaction may sometimes decrease job performance. For example, an employee could sit around all day in the office or in his/her work place and does nothing, which could make him/her, feel happier. However, his/her job performance certainly suffers.

Central Philippine University is a Christian institution committed to Exemplary Christian Education for Life (EXCEL) and responsive to the needs of the total person and the world. The rank and file employees are assisting the administration and the faculty in attaining this vision.

The administration, through its human resource department, has been actively motivating employees to attain maximum level of job performance. Training and development programs are on-going, compensation, incentive, family health programs are continuously improved and a lot more with the hope of satisfying employee needs and expectations.

Despite these efforts of the administration, many of the employees' performance were rated low. The result of the performance rating conducted by the Personnel Office shows that only 18.3 % of the Rank and File employees were rated excellent. Could it be that there are still unknown factors that may have led to employees' low performance such as the nature of work and monthly compensation? Or is the level of employees' satisfaction associated with their performance? Up to this day, no study however has been conducted to answer these questions. It is for this reason that the researcher was motivated to engage in this investigation.

The purpose of this study is to find out whether or not the rank and file employees' personal factors are associated with their job satisfaction and job performance. It also hopes to answer the question whether or not the rank and file employees' job satisfaction is associated with their job performance.

Objectives of the Study

This study aimed to determine the relationship between the selected factors associated with job satisfaction and job performance of the Rank and File employees at Central Philippine University.

Specifically, the study aimed to determine:

1. The profile of the Rank and File employees at CPU in terms of their age, sex, civil status, religion, highest educational attainment, nature of work and monthly income.
2. The level of job satisfaction of the CPU Rank and File employees.
3. The level of job performance of the CPU Rank and File employees.
4. Whether or not there is a significant relationship between the selected facts such as age, sex, civil status, religion, highest educational attainment and job satisfaction of the CPU Rank and File employees
5. Whether or not there is a significant relationship between work – related factors such as nature of work, monthly income and job satisfaction of the CPU Rank and File employees
6. Whether or not there is a significant relationship between the selected factors such as age, sex, civil status, religion, highest educational attainment and job performance of the CPU Rank and File employees
7. Whether or not there is a significant relationship between work – related factors such as nature of work, monthly income and job performance of the CPU Rank and File employees

8. Whether or not there is the significant relationship between job satisfaction and job performance of the CPU Rank and File employees.

Theoretical and Conceptual Framework

The problem confronting every administrator whether in the government or in the private sector is not only how to make the employees perform their tasks well, but also to find out whether or not these employees are happy and satisfied in the fulfillment of their tasks. Several industrial and organization psychologists have formulated various theories of motivation in order that jobs and working conditions can be designed to satisfy the different motivational needs of the workers.

Barnard (1958) emphasized that the continuance of a successful organization depends upon two conditions. First, accomplishment of the purposes of the organization, which is termed "effectiveness" and second, the satisfaction of individual motives which is termed "efficiency". There are also two types of processes required to meet these conditions. One, those relating to the cooperative system and its relationship to its environment, and two, those related to the creation and allocation of satisfaction among individuals.

Maslow's (1970) theory of motivation point out that people constantly desire for better circumstances. They always want what they do not yet have. Consequently, according to Maslow, needs that have been satisfied are no longer effective in motivating behavior and a new need arises to prominence. He further stated that lower level needs, which include physiological, safety and security, must be satisfied before attention can be paid to higher level needs which include belonging and love, esteem and self-actualization needs. The five categories of needs (from lowest to highest) are: physiological needs, safety needs, belonging and love needs, esteem needs and self-actualization needs. Closely related to Maslow's theory is the ERG (Existence needs, Relatedness needs and Growth needs) theory developed by Carlyton Alderfer (1972). Instead of postulating five types of needs, Alderfer states three basic human needs which are Existence Needs, Relatedness Needs and Growth Needs. They encompass Maslow's needs and can be satisfied by some aspects of the job or work environment.

Also somewhat similar in part to Maslow's theory is the motivation-hygiene theory of Frederick Herzberg (1966). The premise of the motivator-hygiene theory is that in the contemporary society, lower level needs have generally been satisfied. When they have not, job dissatisfaction is the result.

However, the reverse is not true. The fulfillment of basic needs does not necessarily produce job satisfaction. Only higher order needs as self-actualization are capable of producing satisfaction. But failure to find self-actualization in a job does not necessarily lead to dissatisfaction. Herzberg calls the factors that produce job satisfaction "motivator needs." They motivate the worker to the highest possible level of performance. These motivators are integral part of the work itself and include the nature of the work and the person's sense of achievement. The motivator needs can be satisfied only by stimulating, challenging and absorbing work. The other factors that produce job satisfaction are the hygiene (maintenance) needs. They have little power to produce satisfaction. They have nothing to do with the nature of work itself, but rather involve features of the work environment such as company policies and administrative practices, type of supervision, interpersonal relations, company benefits and working conditions.

Does higher pay lead to higher job satisfaction and higher job performance among the rank and file employees at Central Philippine University? Could it be that a person with higher educational attainment is more satisfied and performs better? Most organizations are probably not in the job satisfaction business- that is, most organizations do not have as part of their mission statement, goals, and objectives specific language calling for high levels of employee work satisfaction. However there can be many different negative consequences resulting from poor employee work attitudes and job dissatisfaction. These can include high employee turnover, absenteeism, tardiness, reduced work effort, dysfunctional unionization activity, whistle-blowing (taking grievances against the organization and management to the public attention by going to the media), theft and violence (Noe, et al., 1977). Some enlightened organizations in the service business are beginning to become more concerned about the job satisfaction of their employees, especially in light of research showing that levels of customer satisfaction can be predicted quite well from measures of employee satisfaction (Schmit & Allscheid, 1995).

Experience shows that job/work dissatisfaction leads to job withdrawal—a set of (often progressive) behaviors that dissatisfied individuals enact to avoid the work situation (Hulin, 1991; Rosse, 1988). Typically, an employee's first response to dissatisfaction is to try to change the conditions that generate the dissatisfaction. Hence, there is a very strong relationship between dissatisfaction with the economic aspects of work and unionization activity in many work settings (Shkreisheim, 1978).

If the job conditions cannot be changed, the next behavior is to physically leave the job. Voluntary turnover from the organization is strongly related to job dissatisfaction when the dissatisfaction relates to organization-wide

factors such as below market pay. Furthermore, it is often the best employees who have the most opportunities to find more satisfying work and /or working conditions elsewhere. Hence, widespread dissatisfaction can result in some of the best employees moving out, while many of those who remain may engage in other forms of withdrawal behavior (Carsten & Spector, 1987; Gerhart, 1990). Other forms of physical job withdrawal include absenteeism and tardiness (From <http://www.ukans.edu/~unigov/disat.html>).

The variables in this study are presented into three groups – the antecedent variables which include sex, age, marital status, religion and highest educational attainment, the independent variable which is job satisfaction and the dependent variable which is job performance of the Rank and File employees of CPU. To see clearly the flow of relationship of the different variables being considered in this study, the following schematic diagram is presented:

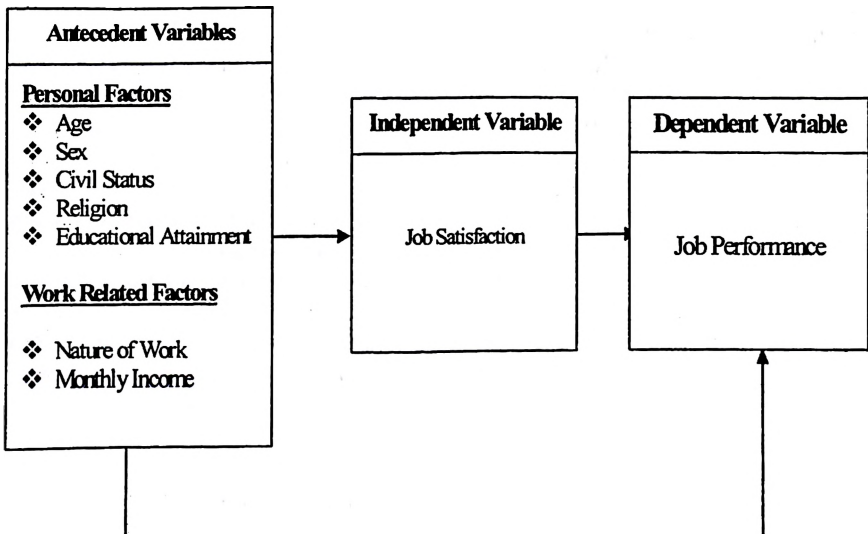


Fig. 1. Schematic Diagram Showing the Relationship Among Variables

Research Hypothesis

The following null hypotheses were tested at .05 level of significance.

1. There is no significant relationship between selected factors such as sex, age, civil status, religion and highest educational attainment and job satisfaction of the CPU Rank and File employees.
2. There is no significant relationship between the selected work-related factors such as nature of work, monthly income and job satisfaction of the CPU Rank and File employees.
3. There is no significant relationship between the selected factors such as sex, age, civil status, religion and highest educational attainment and job performance of the CPU Rank and File employees.
4. There is no significant relationship between the work-related factors such as nature of work and monthly income and job performance of the CPU Rank and File employees.
5. There is no significant relationship between job satisfaction and job performance of the CPU Rank and File employees.

METHODOLOGY

The descriptive correlational research design (one-shot survey) was used in this study. A questionnaire on Job Satisfaction was designed and administered to elicit the responses from the Rank and File employees at Central Philippine University.

Total enumeration or census technique was employed to determine the research respondents. However, the researcher found out that only 109 rank and file employees at Central Philippine University for school year 2002-2003 were in active service at the time the Personnel Office conducted the Performance Evaluation Survey. This 109 sample respondents represent 70.7 % of the total population.

A researcher-made questionnaire was submitted for content and validity test. The questionnaire approved by the University Research Committee was reproduced and distributed for field testing to five employees of different colleges of CPU other than the respondents to ensure its readability and consistency. A final copy was produced and reproduced and distributed to all respondents by the researcher herself. After a couple of weeks the questionnaires were completely retrieved and ready for encoding.

The data were encoded, processed and analyzed using the Statistical Package for the Social Sciences (SPSS) software. Descriptive statistics and central tendencies were generated to describe the Rank and File employees' personal characteristics and level of job satisfaction. To determine relationship between personal, work related factors and level of job satisfaction as well as their job performance rating, cross tabulations of pair of variables were prepared and tests for association like, theta, eta and gamma test were determined at 0.05 level of significance using a 2-tailed test.

FINDINGS

Data in Table 1 reveals that the mean age of the rank and file employees was 45.48 years old and their mean monthly income was Php 9,532.06.

The majority of the respondents were female which comprises 56.0 % of the total population. More than two thirds (68.8 %) of the respondents were married, 26.6 % were single and 4.6 % were widowed. Out of the 109 respondents, 47.7 % were Catholics, 45.9% were Baptists and 6.4 % belong to other religious affiliations. Most of them (73.4 %) have attained college level or were college graduates and the majority were office workers. Very few (5.5%) have at least attended elementary level and some, post graduate level.

Shown in Table 2 are data on the level of employees' job satisfaction measured according to indicators of different aspects specified in the questionnaires on how they feel about it such as: (A) working condition, (B) salary and benefits, (C) roles and functions, (D) interpersonal relations, (E) participation/implementation of policies, (F) communication (G) contingent rewards and (H) training and career development. They were asked if they were very satisfied, somewhat satisfied, neither satisfied nor dissatisfied, somewhat dissatisfied, and very dissatisfied. The findings revealed that the CPU rank and file employees were mostly very satisfied with their working condition, roles and functions and interpersonal relations. This result maybe attributed to the provision of modern facilities and equipment that enable employees to work comfortably. Their jobs were properly defined. There could have been a harmonious relationship that prevailed among the employees

When grouped according to age, sex, civil status, religion, highest educational attainment, monthly income and nature of work, findings revealed that they are not significantly related to job satisfaction (Tables 3 and 4).

Table 1. Distribution of Rank and File Employees of CPU According to Personal Factors and Work Related Factors (N = 109)

Personal Factors	f	%
Age:		
30 or below	14	12.8
31-40	21	19.3
41-50	33	30.3
51 or above	41	37.6
Total	109	100.0
Mean:	45.48	
Sex:		
Male	48	44.0
Female	61	56.0
Total	109	100.0
Civil Status:		
Single	29	26.6
Married	75	68.8
Widow	5	4.6
Total	109	100.0
Religion:		
Catholic	52	47.7
Baptist	50	45.9
Others	7	6.4
Total	109	100.0
Educational Attainment:		
Elem. level/Elem.graduate	6	5.5
High School level/H.S. graduate	17	15.6
College level/College graduate	80	73.4
Postgraduate level/Graduate	6	5.5
Total	109	100.0
Work Related factors		
Nature Work:		
Office Worker	68	62.4
Maintenance Worker	36	33.0
Other Services	5	4.6
Total	109	100.0
Monthly Income:		
PHP 9,000 or below	45	41.3
PHP 9001-12,000	60	55.0
PHP12,001 or above	4	3.7
Total	109	100.0
Mean:	Php 9,532.06	

Table 2. Percentage Distribution of Respondents' Level of Job Satisfaction (N = 109)

Indicators	Very Satisfied		Somewhat Satisfied		Neither Satisfied Nor Dissatisfied		Somewhat Dissatisfied		Very Dissatisfied		Total	Mean Score	
	f	%	f	%	f	%	f	%	f	%			
	A. Working Condition	61	56.0	35	32.0	7	6.4	6	5.5	-			-
B. Salary and Benefits	31	28.4	50	45.9	25	22.9	3	2.8	-	-	109	100	4.00
C. Roles and Function	46	42.2	59	54.1	4	3.7	-	-	-	-	109	100	3.84
D. Interpersonal Relations	63	57.8	41	37.6	5	4.6	-	-	-	-	109	100	4.53
E. Participation/ Implementation of Policies	36	33.0	50	45.9	23	21.1	-	-	-	-	109	100	4.12
F. Communication	33	30.3	57	52.3	10	9.2	-	-	-	-	109	100	3.88
G. Contingent Rewards	24	22.0	59	54.1	18	16.5	7	6.4	1	.9	109	100	3.90
H. Training and Career Dev't	30	27.5	57	52.3	17	15.6	4	3.7	1	.9	109	100	4.02

Table 3. Relationship Between Respondents' Level of Job Satisfaction and Sex, Civil Status, Religion and Nature of Work (N = 109)

Categories	Chi-square Test (two-tailed)		
	Value	df	Significance
Sex	2.514 ^{ns}	2	.284
Civil Status	2.435 ^{ns}	4	.656
Religion	8.551 ^{ns}	4	.073
Nature of Work	2.585 ^{ns}	4	.629

^{ns} Not significant at the 5 percent level of probability

Table 4. Relationship Between Job Satisfaction and Age, Highest Educational attainment and Monthly Income (N = 109)

Variables	Gamma test	
	Value	Significance
Age	.149 ^{ns}	.296
Highest educational Attainment	-.115 ^{ns}	.593
Monthly Income	.040 ^{ns}	.829

^{ns} Not significant at 5 percent level

When grouped according to sex, civil status, religion, and nature of work, Chi-square result revealed that religion and nature of work were not significantly related to job performance (Table 5). On the other hand, sex and civil status were found to be significantly related to job performance.

Table 5. Relationship Between Respondents' Level of Job Performance and Sex, Civil Status, Religion and Nature of Work (N = 109)

	Chi-square Test (two-tailed)		
	Value	df	Significance
Sex	11.148*	4	.025
Civil Status	20.810*	8	.008
Religion	6.059 ^{ns}	8	.641
Nature of Work	4.965 ^{ns}	8	.761

*Significant at 5 percent level

^{ns} Not significant at 5 percent level

CPU Rank and File employees were found to be somewhat satisfied with their work with 54.4% having very good job performance. However, the gamma value of 0.012 indicates that there was no significant relationship between job satisfaction and job performance of the CPU Rank and File employees (Table 6).

Table 6. Relationship Between Job Satisfaction and Job Performance (N = 109)

Overall Job Performance	Overall Job Satisfaction							
	Neither Satisfied nor Dissatisfied		Somewhat Satisfied		Very Satisfied		Total	
	f	%	F	%	f	%	F	%
Poor	-	-	1	1.5	2	5.6	3	2.8
Fair	-	-	9	13.2	2	5.6	11	10.1
Good	1	20.0	8	11.8	6	16.7	15	13.8
Very Good	4	80.0	37	54.4	19	52.8	60	55.0
Excellent	-	-	13	19.1	7	19.4	20	18.3
Total	5	100.0	68	100.0	36	36	109	100.0

Gamma = .012

P = .937^{ns}

CONCLUSIONS AND RECOMMENDATIONS

In the light of the above findings, the following conclusions are hereby drawn:

1. CPU Rank and File employees are in their early 50s, mostly females and are mostly married. The majority attained college level education or are college graduates and are mostly Catholic.
2. All of them are regular employees, mostly office workers and receive an average monthly pay of P 9,532.06.
3. The age, sex, civil status, religion, highest educational attainment, monthly income and nature of work have no significant relationship with job satisfaction.
4. The sex and civil status of the CPU Rank and File employees have significant relationship with job performance with the female and the single and widowed employees performing better than the males and the married employees.
5. There is no significant relationship between job satisfaction and job performance.

6. Most respondents were very satisfied with their working condition, roles and function, and interpersonal relationship.

Based on the findings and conclusions drawn from this study, the following recommendations are offered:

1. Measures must be taken by the administrators to motivate the male and the married employees to improve in their job performance. Since the use of teams can result to potential quality improvements and enhance productivity gains (Ivancevich & Matteson, 2004), conducting teambuilding workshops for male and married employees could be one of the measures that should be undertaken.

2. Since findings revealed that most respondents were very satisfied with their working condition and interpersonal relationship, administrators should see to it that they continue providing the employees better facilities to ensure better job performance. Likewise, Christian values should not be taken for granted in order to instill in the minds of the employees better relationship among them. Management should provide more socialization avenue to further improve harmonious relationship.

3. In as much as findings also revealed that most of the respondents were very satisfied with their roles and function, it is recommended that employees be assigned a more challenging task to maintain better work performance. Job enlargement could be implemented to further reduce boredom and further increase job satisfaction.

4. It is recommended that another study on predictors of job performance be conducted. This study can explore other variables such as values, college grade performance, in-service training and workshops attended, honors/awards received, etc.

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