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The logo consists of the letters 'A' and 'P' in a bold, orange, serif font. A thick, yellow, curved line swooshes around the letters, starting from the top left, looping under the 'A', and then curving around the 'P'.

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JOB PERFORMANCE LEVEL OF THE REGULAR FACULTY EMPLOYEES FROM THE SELECTED COLLEGES OF MINDANAO STATE UNIVERSITY - MARAWI CITY

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Abstract

The study focused on determining the job performance level of the permanent employees in Mindanao State University - Marawi City. The data also showed that the respondents were knowledgeable enough on matters concerning to job performance. Statement indicators assessed whether a person performs his/her a job well - this is an important criterion for the organizational outcome and success because it is a measurement of an employee's behavior despite the influences of stress, workload, work environment and strategy concerns. For their perception on job performance level in terms of salary, the findings imply that the respondents were satisfied of the university's salary and the benefit packages. Although some uncertainty occurred when it comes to the "rewards" granted to them for the quality of their efforts. Overall, it implies that the permanent faculty members of the selected five (5) colleges of Mindanao State University - Marawi City, namely - College of Agriculture; College of Business Administration and Accountancy; College of Education; College of Natural Science and Mathematics; and College of Social Science and Humanities are satisfied and are happy with working in their respective colleges while it is evident from the responses that the proponents of this study received through the given indicators like salary, working environment, workload and etc. The researchers therefore conclude that the respondents have high level of job performance.

Keywords: Job performance, permanent employees, salary, working environment, workload.

Abstrak

Penelitian difokuskan untuk menentukan tingkat prestasi kerja karyawan tetap Universitas Negeri Mindanao - Kota Marawi. Data tersebut juga menunjukkan bahwa responden memiliki pengetahuan yang cukup tentang hal-hal yang berkaitan dengan prestasi kerja. Indikator pernyataan menilai apakah seseorang melakukan pekerjaannya dengan baik - ini adalah kriteria penting untuk hasil dan kesuksesan organisasi karena ini adalah ukuran perilaku karyawan terlepas dari pengaruh stres, beban kerja, lingkungan kerja, dan masalah strategi. Untuk persepsi mereka tentang tingkat kinerja pekerjaan dalam hal gaji, temuan menunjukkan bahwa responden merasa puas dengan gaji universitas dan paket tunjangan. Meskipun beberapa ketidakpastian terjadi dalam hal "penghargaan" yang diberikan kepada mereka atas kualitas usaha mereka. Secara keseluruhan, ini menyiratkan bahwa staf pengajar tetap dari lima (5) perguruan tinggi terpilih dari Universitas Negeri Mindanao - Kota Marawi, yaitu - Sekolah Tinggi Pertanian; Sekolah Tinggi Administrasi Bisnis dan Akuntansi; Kolese Pendidikan; Sekolah Tinggi Ilmu Pengetahuan Alam dan Matematika; dan Sekolah Tinggi Ilmu Sosial dan Humaniora puas dan senang bekerja di perguruan tinggi masing-masing terbukti dari tanggapan yang diterima pendukung penelitian ini melalui indikator yang diberikan seperti gaji, lingkungan kerja, beban kerja dan lain-lain. Oleh karena itu para peneliti menyimpulkan bahwa responden memiliki tingkat prestasi kerja yang tinggi.

Kata Kunci : Prestasi kerja, pegawai tetap, gaji, lingkungan kerja, beban kerja.

1. Introduction

The Oxford Dictionary (2011) defines job as a paid position of regular employment or employment that helps overcome financial obligation and be able to contribute well to the society. It is empirical that family and personal financial needs usually force individuals to accept the jobs available rather than selecting a job their skill and qualification can commemorate. However, even those who are hired and are qualified are sometimes not satisfied with their job that in return, affects their job performance. Job performance is the most important dependent variable and has been studied for a long decade. Borman and Motowidlo (1993) identified two types of employee behavior with respect to performance that are necessary for organizational effectiveness: task performance and contextual performance.

Employees are the most important resources of each organization. How they feel about the work and the results from it, have a direct impact on the organization's performance and ultimately, its stability (Milliman et al., 2008). For example, if the employees are happy and satisfied with their work, they will be highly motivated to perform the best of their ability to achieve the goals of the organization.

Therefore to compete in the global market and achieve organizational goals, the organization should do more for an employee than the job requires which could lead to higher job performance. Employee attitude and performance are essential to the success of any organization, big or small. In the modern workplace, human resources are valued above all others. Motivated, happy and committed employees are the productive employees (Coleman, 2010). Identifying factors that affect employees' performance can help improve recruitment, retention and organization result (Mohammed and Nimalathasan, 2011).

This study will measure the job performance level of the employees, and is constructed to determine the arising problems that causes their dissatisfaction to the compensation and benefits they receive. The foregoing facts encouraged the researchers to determine the level of job performance of the employees of Mindanao State University, Marawi City. This study would try to answer the following questions: what is the respondents' knowledge on job performance; what are the Mindanao State University – Marawi City employees' perceived level of job performance in the areas of compensation, work environment, work load and stress; what are the difficulties encountered by the respondents that had contributed or affected their job level performance?

2. Theoretical Framework

This study is anchored on the following theories that would link with the research or topic under study.

2.1 McClelland's Theory of Needs

David McClelland proposed theory of Needs in the early 1960's. This theory is also known as David McClelland's Three Needs Theory or as The Learned Needs Theory. This theory will be used as reference in this study. According to McClelland, individual specific needs are acquired over time and are shaped by one's life experiences. Regardless of gender, culture or age, all

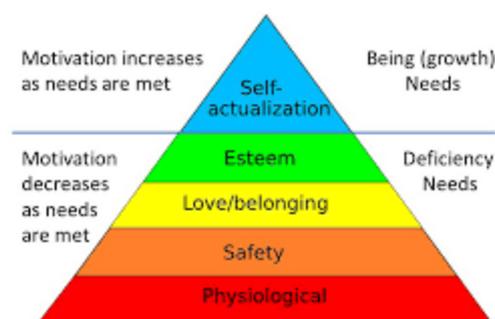
human have three motivating drivers and one of these will be the dominant motivating driver. This dominant motivator is largely dependent on the culture and life experiences.

The three motivators are achievement, affiliation and power. A person's motivation and effectiveness in certain job functions are influenced by these three needs.

2.2 Maslow's Needs Hierarchy Theory

Abraham Maslow developed the needs hierarchy theory of motivation in which human needs are arranged in a hierarchy of importance (Maslow, 1970). Maslow believes that human needs can be organized in a framework that tells us which needs we will normally pursue first and which needs that we will pursue last (Reeve, 2005). Needs hierarchy theory suggests that people always want what they do not yet have. Consequently, the needs that are already satisfied no longer provide any motivation for behavior and new needs must rise to prominence. Once people have satisfied their lower level needs, they can pay attention to higher level needs. Five basic needs proposed by Maslow are; physiological, safety, social, esteem and self-actualization as shown in Figure 1 below.

Figure 1. Maslow Hierarchy of Needs



Maslow's Theory of Needs where: (1) Physiological needs: This is the lowest and most basic needs, which refer to primary needs such as need of hunger, sleep, and cover from weather and thirst. (2) Safety needs: Maslow stressed emotional as well as physical safety in this next level of needs. In times of economic hardship, when jobs are scarce, most employees are so intent on survival that they cannot attend to higher needs such as self-actualization. (3) Social/ Belonging needs:

The third level of needs correspond to the affection and affiliation needs. Belonging needs can be important motivating forces on the job. Employees can develop a social support network and a sense of belonging through interactions with co-workers which could lead to better job satisfaction and work performance. (4) Esteem needs: This level represents the higher needs of humans. It is the needs for power, need for achievement and status. This need corresponds to self-esteem as well as esteem from others. (5) Self-actualization: This is at the highest human needs. Those who are self-actualized are self-fulfilled and are aware of their potential. To satisfy the self-actualization need,

employees should be provided with opportunities for growth and responsibility so that they can exercise their abilities to the utmost.

3. Research Methods

3.1 Locale of the Study

The study was conducted in Mindanao State University, Marawi City, Province of Lanao del Sur on the Second Semester of the Academic Year 2018 – 2019. Mindanao State University was created under Republic Act 1387 as amended through the authorship of Senator Domocao A. Alonto, and was established in Marawi City on September 1, 1961. Dr. Antonio Isidro, former Vice President for Academic Affairs of the University of the Philippines was its first president.

The MSU System aims to be the Premier Supra-Regional University committed to intellectual, moral, social, political, economic and agro- industrial development of the tri-people (Muslims, Christians and Lumads) of Mindanao, Sulu and Palawan (MINSUPALA).

3.2 Population and Sample

The respondents of this study were the permanent faculty members from the selected five (5) colleges of Mindanao State University, Marawi City named as follows: College of Agriculture, College of Business Administration and Accountancy, College of Education, College of Natural Science and Mathematics, College of Social Science and Humanities of Mindanao State University, Marawi City. Hence, the unavailability and accessibility of some respondents, such that, many of them were on leave, the researchers opted to gather responses, only from a total of fifty (50) samples.

3.3 Sampling Procedure

In this study, the proponents used purposive sampling in identifying their respondents. Only those who were regular or permanent faculty members of the selected five (5) colleges of MSU – Marawi were included as respondents in this study.

4. Results and Discussions

Moreover, thirty or 60% of the respondents did not answer this part of the questionnaire. Hence, out of the 20 respondents who answered, the result showed that majority of them have been in service for 16 years and above which implies that it takes time to acquire a permanent or regular position as faculty in this university. This further supports the credibility of the respondents and the outcome of this paper, given that the samples have been into the work force for quite some time.

4.1 Knowledge on Job Performance

The measurement used in this part of the survey are as follows: *SA or*

Strongly Agree which would refer that the respondents highly affirms to the statements regarding job performance; *A or Agree* would denote that the respondents are partly knowledgeable; *NS or Not Sure* if they have doubts on their knowledge of the matter; *D or Disagree* corresponds however, that they are not that convinced to the statement; and *SD or Strongly Disagree* would suggest that the respondents entirely rejects the statement on the matter.

Accumulated an average mean score of 4.3 interpreted as „strongly agree“. This indicates that the respondents have strongly agreed on all statement indicators regarding their knowledge on job performance which are as follows: *It is an individual evaluation of efforts; It assess whether a person perform a job well; It is an important criterion for organizational outcome and success; It is simply the measurement of an employee’s behaviour; It is influence by stress, workload, work environment and strategy; It is part of human resource management; and, it is the work related activities expected of an employee and how well those activities were executed*, with a weighted mean of 4.1, 4.3, 4.4, 4.2, 4.3, 4.2, and 4.2 respectively. The findings implied that the faculties are well aware of what job performance is about, furthermore, majority of them were quite confident through their responses marked strong agree.

4.2 Perception on Level of Job Performance in Terms of Compensation

From this part, respondents the job level performance in terms of salary will be presented through its frequency count, percentage distributions, and weighted mean. An average mean score of 3.8 with verbal interpretation agree. The respondents have agreed on all statement indicators relating to their perception on job performance level in terms of salary; First statement – *‘I am satisfied with my current salary’*, gathered a total mean point of 3.9. *‘I am satisfied with my benefit package’*, has a weighted mean of 3.7. *‘I am satisfied with MSU’s pay structure’*, collected a weighted mean of 3.8. The statement *‘I am satisfied with the raises interval in the institution’* has a weighted mean of 3.7, while *‘I am rewarded for the quality of my efforts’* received a mean point of 3.5. The sixth and seventh statement, furthermore *‘I experience personal growth financially in the institution’*, and lastly is that *‘There are opportunities for career advancement in this institution’* have the exact and same weighted mean of 3.9.

The result however, shows that the faculties are not entirely satisfied with the compensation given by their respective colleges as there were few responses of disagreement to some statements, while some are undecided with their responses. Moreover, the data gathered reveals that majority of the respondents agreed to the statement indicators, denoting that the matter on compensation does not affect much in their job performance level.

4.3 Perception on Level of Job Performance in Terms of Working Environment

The frequency count, percentage distribution, and weighted mean of responses on the respondents’ perception on level of job performance, in terms of their working environment. An average mean score of 4.1 interpreted as agree-signifying that the general representation of the respondents’ response have agreed that they gain personal growth by learning various skills at work, with an overall mean of 4.3; the management appreciates their suggestions and

leaderships, with an overall mean of 3.9; the supervisors encourage them to do well in their work, with an overall mean of 4.2; that they are rewarded and valued for the quality of their effort with an overall mean of 3.8; the job brings positive change in them, as from its overall mean of 4.2; they understand the importance to value and respect their colleagues, with an overall mean of 4.4; and finally, they are able to solve problems immediately to satisfy their boss, with an overall mean of 4.1.

The findings revealed positive responses with regards to the working environment“ statement indicators, thus, presenting an implication that the faculty members were satisfied. As Pech and Slade (2006) has suggested, it is important to make workplaces that positively influences workforce, and given so, the respondents need more support from the administration to level their job performances.

4.4 Perception on Level of Performance in Terms of Workload

Presents the frequency count, percentage distribution, and weighted mean of responses on perception on level of performance in terms of workload. Findings show that the respondents have agreed to the variables under the perception on job performance level in terms of workload with an average mean score of 4.0.

The results are as follows: *I gain personal accomplishment meant through my workload* with an average mean score of 4.2; *I am provided with the tools and resources to do my job well* with an average mean score of 3.4; *I feel encouraged to come up with new and better ways of doing things* with an average mean score of 4.1; *I could clearly define quality goals in my work* with an average mean score of 4.2; *My skills and abilities are put into goals use in my work* with an average mean score of 4.4; *The institution does an excellent job in keeping employees informed about matters affecting us* with an average mean score of 3.7; and, *I feel safe sharing my plans, programs and politics* with my boss with an average mean score of 3.7.

The findings imply that the respondents are somehow pleased with the work related matters given by their respective colleges. Furthermore, the support needed was satisfactory yet, could still be improved, especially the provision of tools and resources essential in the effective completion of their tasks their jobs.

4.5 Perception on Level of Job Performance in Terms of Stress

This part presents the frequency count, percentage distribution, and weighted mean of responses on perception on level of job performance in relation to stress. An overall mean point of 4.3, and is interpreted strongly agree for the „stress“ variable. The findings revealed the following data: *I enjoy my work*, with an overall mean of 4.3; *I am well trained in my work*, with an overall mean of 4.4; *I am clear about my duties and responsibilities*, with an overall mean of 4.4; *I am willing to*, with an overall mean of 4.4; *I receive the respect I deserve from my colleagues*, has an overall mean of 4.2; *I tend to see problems as challenge rather than as obstacles*, with an overall mean of 4.2; and, *the rewards for success are greater than the penalties for failure*, gathered an overall mean of 4.1.

The findings imply that stress was not much of an issue when it comes to the performance of their jobs. This further suggests that the regular employee of MSU-Marawi, are able to handle and perform their specific tasks well despite the possible occurrences of stress.

5. Conclusions

The study focused on determining the job performance level of the permanent faculties of the five (5) colleges in Mindanao State University, Marawi City - the College of Agriculture; College of Business Administration and Accountancy; College of Education; College of Natural Science and Mathematics; and, College of Social Science and Humanities. This also includes the knowledge of the respondents on job performance; perception on level of their job performance in terms of compensation, working environment, workload, and stress; and the difficulties and problems they encountered that have contributed to their level of job performance.

The study utilized a descriptive design while using frequency count, percentage distribution and the weighted mean in presenting and analyzing the data obtained from a sample of fifty (50) respondents. A questionnaire and proponents' observation was used in data gathering. The findings of this research revealed that majority of the respondents have been in the service for 20 years and above implying the credibility of their responses. Data showed that the respondents were knowledgeable enough on matters regarding job performance. Statement indicators assess whether a person perform a job well based on each variable.

It is an important criterion for the organizational outcome and success since it would be able to measure the employee's behavior, it is part of human resource management, and it is the work related activities expected of an employee, and how well those activities were executed, obtained majority of the response which were interpreted strongly agree. Moreover, only the first statement's scale dropped to agree. On the perception on level of job performance, the results showed that the respondents have agreed on all statement indicators in terms of compensation, working environment, and workload. Moreover, only the statement indicators for the respondents perception on level of job performance in terms of the stress variable, have responses strongly agree.

As to the difficulties or problems encountered by the respondents that had contributed to the level of their job performance, the findings revealed that *nepotism*, *spoilage*, and *patronage system* are among the topmost concern. It also revealed that the least problem is '*discrimination in terms of status in life*'.

5.1 Implications

Based on the significant findings of the study, the following implications were formulated. As to the knowledge of the respondents on job performance, it appears that the respondents are well aware of the subject at hand, some of their ideas regarding job performance include *it assesses whether a person performs a job well; it is an important criterion for organizational outcome and success; and, it is the work related activities expected of an employee and how well those activities were executed.*

As to their perception on job performance level in terms of compensation, the findings implied that the salary and the benefit package in the

university have satisfied the respondents. Although there were some uncertainties when it comes to the rewards given to them for the quality of their efforts, still it appeared that majority of the permanent faculty employees of the selected colleges in MSU-Marawi believe their compensation is satisfactory.

For working environment, the result showed that they gain support from the people that surrounds them. This implied that they were happy with the working environment they have and that their workplace has brought positive changes to their personality. In terms of workload, the findings however implied that there was a problem with the provision of tools and resources for them to do their job well. More so, they do not feel safe in sharing their plans with their bosses. However, the overall result showed that the workload indicators were agreeable, and they feel positive about it. Furthermore, the findings implied that stress is not much of an issue for them and that they were able to handle it properly.

As to the difficulties or problems they have encountered that had contributed to their job level performance, results showed that there was a problem referring to nepotism, spoilage and patronage system, political interference in recruitment selection, unqualified personnel to his/her position, understatement of salaries of casual employees, assigned tasked totally different from function and duties, discrimination in terms of culture, discrimination in terms of culture, understated job order wages per day, discriminate on in terms of religion, accommodation employment, and discrimination in terms of status in life. Moreover, the findings showed that the greatest problem is nepotism, spoilage and patronage system.

Generally, results of this study revealed that the permanent faculties of the five (5) colleges of Mindanao State University - Marawi City, namely College of Agriculture, College of Business Administration and Accountancy, College of Education, College of Natural Science and Mathematics, College of Social Science and Humanities are satisfied and are happy in working with their respective colleges. It is evident with the responses the researchers received through the given indicators - compensation, working environment, and workload. Therefore, the proponents of this study conclude that the respondents have high level of job performance.

Based on the major findings and implications of the study, the following recommendations were made: Provide the regular employees reward for the quality of their efforts; Provide the right tools and resources needed in their workplace; Follow the appropriate process in selecting qualified personnel for certain positions; Keep employees informed on matters that may affect them and their tasks; Be open to employee's suggestion; and, Brought about equality among employees.

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