

A Human Capital Management Study on Factors Affecting Motivation among Job Order Employees in DPWH Region XI

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ABSTRACT

This study examines the complex dynamics of human capital management in Region XI of the Department of Public Works and Highways (DPWH), with particular attention to the motivation levels of job order employees. The purpose of the study is to find out and analyze the factors that significantly affect the motivation of the job order personnel within the organization. This study is based on established theories of motivation and human resource management and uses quantitative research. The quantitative phase uses structured questionnaires distributed to a number of respondents to statistically analyze the relationship between various factors and motivation levels.

Through extensive data analysis, this study aims to provide valuable information on the specific motivational factors of DPWH Region XI workers. The results of this study can inform strategic human capital management practices in an organization, allowing targeted interventions to be implemented to improve the motivation, job satisfaction and overall performance of job order employees. By addressing the unique motivational needs of this workforce segment, DPWH Region XI can foster a more engaged and productive workforce, ultimately contributing to organizational effectiveness and efficiency.

INTRODUCTION

Does a government employee a motivating work? Being a government employee means working hard with a noble purpose and be dedicated to your daily task. Government employees shall at all times be accountable to the people and shall discharge their duties with utmost responsibility, integrity, competence, loyalty, act with patriotism and justice, lead modest lives and uphold public interest over personal interest. This job means to be a role model for the citizens regardless of their living condition. Being a public servant must have a great motivation to continue in this type of job.

In the Philippines, government employees are identified by distinctive employment status which are the following: the permanent and job order. Job order employees does not have the same benefits and compensation versus with permanent employees. Mostly of the Job order employees has also the same work load with the permanent employees. However, the employment status and benefits of Job order and Permanent employees are not the same. In this study, we will analyze what are the factors of Job order employees to be motivated in their work regardless of their employment status.

Background of the Organization

The Researcher chose the respondents in the Department of Public Works and Highways Region XI Office since the population of Job Order employees is higher than Permanent Employees. The Researcher desires to recognize the factors of motivation among employees based on their intrinsic and extrinsic motivation.

By way of determining these factors, the researcher will be able to convey the motivational factors and the respondent's characteristics in each factor. It entails the usage of self-designed questionnaires in accumulating data from the respondents. This method was chosen in order to make connections with phenomena as they exist in actual life, and it is relatively economical in terms of time and resources.

RESEARCH METHOD

This study made use of Quantitative SWOT (Strengths, Weaknesses, Opportunities, and Challenges) Analysis to determine the factors of motivation among Job Order employees in DPWH Region XI Office. The researcher used survey questionnaire for random respondents in DPWH Region XI. The purpose of these survey is to discover the factors of motivation of the employees.

Considering the locale of the study, it is far crucial to perceive the factors since it is vital to be motivated in the workplace especially to Job Order employees. Since JO employees does no longer have the equal advantages with the Permanent employees, it is a predicament to the human capital management to maintain employees motivated since it'll also reflect on the overall job performance of every employee that can lead to the achievement of the organization.

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DISCUSSION AND ANALYSIS

<p>Strength</p> <ul style="list-style-type: none"> · What are the factors that the JO employees feel motivated despite of the employment status? 	<p>Weaknesses</p> <ul style="list-style-type: none"> · What are the factors that JO employees may feel demotivated?
<p>Opportunity</p> <ul style="list-style-type: none"> · How can the DPWH Human Management improve the motivational program for JO employees? 	<p>Challenges</p> <ul style="list-style-type: none"> · How can the Human management hold the JO employees to continue working in the organization?

Intrinsic Motivation

Based on the results, it in all fairness distributed those employees has the intrinsic and extrinsic motivation in work. When individuals are intrinsically stimulated, they practice activities for the interest and enjoyment those activities provide [2]. Since, intrinsic motivation results in high-quality learning and creativity, it is especially important to detail the factors and forces that engender versus undermine it [5]. Based in the survey conducted, mostly of Job order employees are in the neutral level in terms with job satisfaction and excitement to go in the workplace. According to many researchers, the importance of creating a relationship

between job satisfaction, motivation and work results appears when dealing with problems and questions of HR departments, therefore it is of great interest to many organizations, employee-employer relations and work groups [4].

According to [10], there are three vital features of job satisfaction. Firstly, to achieve job satisfaction requires that organizations should be guided by human values particularly in the aspect of respect and fair treatment of the employees regardless of positions. By doing this, the evaluation of job satisfaction will serve as good indicator of employees' effectiveness which would mean that, high level of job satisfaction will eventually lead to good emotional and mental state of employees. Secondly, how the employees behave is a result of the level of satisfaction they have attained which in general affects the business activities and the functioning of the organization. Therefore, it is safe to assume that job satisfaction leads to positive behavior and job dissatisfaction leads to negative employee behavior. Thirdly, job satisfaction is one of the determinants of successful organizations. Intrinsic motivation was also challenged in the workplace. As within the result of the respondents, the biggest challenge running in DPWH Region XI office had been the following: stress in commute in public transportation, behind schedule salary, lay-off of Job order employees, and hopeless job promotion. Salary pay is probable to be such an important general motivator, as well as a variety of reasons why managers might underestimate its importance. We note that pay is not equally essential in all situations or to all individuals, and identify circumstances under which pay is likely to be more (or less) important to employees [7]. Mostly of the respondents says that the good salary and right compensation are the prime motivator in work. With proper income and right compensation, they can provide with the needs of their family. Family motivation, understood one's family [6], is an integral aspect of the workplace that inspires employees to perform effectively and efficiently to support their families in different workplace settings [8].

Extrinsic Motivation

Extrinsic motivation is a motivation that is driven by external rewards. In the survey result, it shows that employees are motivated with the work appreciation from seniors and colleagues. It boost their self-esteem and performance in work. In nowadays corporate world, motivating employees has become more of an art as well as a skill. Though providing opportunities to learn and grow has had a positive impact on employee's commitment, the age-old rewards and recognition programs still have a major say in incentive's and motivating employees [11].

The respondents are motivated with the organizations benefits which is the revenue but there are some benefits that aren't to be had for Job Order employees which they feel demotivated. The benefits that they desire despite the fact that they are Job Order employees are the following: paid leaves and fixed monthly salary, a chance for promotion and has the chance to be recommended for training and development program.

The respondents are not satisfied with the motivational program within the organization which motive them to resign or worse to be lay-off. One reason is that the room for growth and development of skills of job order employees is limited. [9] explains that Compensation is something accepted to employees, whether in form financial or non-monetary a reward for employee's contribution to organization. Management of compensation is a vital activity to make employees quite satisfied in their work. Compensation can acquire or create and maintain productivity. Without satisfactory stipend, existing workers tend to take off the organization and organizations will have trouble in substitution, particularly in enlisting. Half of the respondents are happy with management while others are not. It shows that the Job order employees are upset with management's treatment for Job order employees. Mostly of the employees served for more than 5 years in the organization but not given a chance to be promoted as a regular employee. It is also the reason why others leave the organization and look for other better opportunity.

Promotion is one of the most effective ways to motivate employees by providing career opportunities and increasing responsibility or control. It can be requested by participating in the increase of the payment amount. This product can also meet some of your security needs by increasing the purchasing power of your employees. Promotions help assigning workers to jobs that better suit their abilities and is a way to move up quickly the talented workers [1]. It can be used to reward employees for past performance, promote investment in private human capital, and reduce turnover.

CONCLUSION AND RECOMMENDATION

Conclusion

After getting the results of the survey for the employees, it was identified that the organization under study is facing some problems related to lack of motivation and working enthusiasm in the employees. The main reasons are the following: salary & compensation, promotion, job security, and training were the principal factors that affected motivation.

Analyzing the result, the salary & compensation system must be changed. The new reward system should not be delayed based on the results of the employee's response, and there must be the same compensation as regular employees. Another important factor is promotion and job security. The organization must be fair in deciding the employees based on their performance and credentials. The employees believe that the human resources were biased in choosing employees for permanent positions. Through this, the promotion system must be changed so that Job Order employees will gain trust in the human resource system of the organization. Another factor is the training programs, because the employees do not feel supported in terms of working skills. The Human resource department must engage in more training for Job Order employees and try to understand the requirements related to work knowledge and provide training.

Recommendation

The survey results show that most Job Order employees are dissatisfied with the salary & compensation in the organization. Hence, the solution is to change the reward system based on monetary compensation, like bonuses, to increase performance. Since salary is one of the variables that cannot be changed easily. That means offering a different way to obtain the same results, more benefits, and opportunities to reward the productivity of the employees. Thus, this system will help employees feel more secure about their work by reaching their objectives. For example, the employee with zero absences will get a one-week paid leave. The organization must also create a committee or council for Job Order employees so that the employees can easily convey their problems or improve their social needs, especially for job security and promotion ideas. This council will be the bridge to the human resource management to know their problems and be updated with the organization's bulletin. Having this job order, the employee's council ensures the employees are engaged and satisfied with their work in the organization. This also helps them to improve morale, productivity, and retention, which are crucial for the success of the organization. The Human resource management must provide training every year for job order employees with the coordination of the Division Chiefs. The training must be identified to create segregation of the different prototypes of employees. This will help to satisfy the employees in terms of self-development, and it will give improvement to their skills, which can help the organization.

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