



JOB MOTIVATION TOWARDS ACHIEVING ORGANIZATIONAL GOALS OF SELECTED BANK EMPLOYEES IN CAVITE PROVINCE

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Abstract: The researchers investigated the job motivation factors in achieving organizational goals of selected bank employees in Cavite Province. The study focused on the following: the profile of the respondents; the motivational factors they used; the hygiene factors they used; and the significant relationship between their job and hygiene motivation factors and organizational goals.

The study used the descriptive-correlation design to prove if there exists any relationship between the two variables. The researchers used a modified questionnaire by Latham and Locke for the organizational goal of the respondents while another set of questionnaire from Al-Rubaish, Rahim, Abumadani and Lade Wosornu to measure their academic job satisfaction. To analyze the data, frequency and percentage was used to determine the respondent's profile; weighted mean was used to determine their motivational factors, hygiene factors and organizational goals; Pearson's Product-Moment Correlation Coefficient was used to determine the relationship between the job motivation factors and organizational goals of the respondent.

The respondents of the study were bank employees that have been working for 1-3 years (35.56%), 4-6 years (31.11%) and 10 years and above (31.11%). Only a few (2.22%) have been working for 7-9 years. Majority of them have been in the banking industry for 7-9 years (37.78%), some have been in the said industry for 4-6 years (31.11%), while some for 9 years and above (31.11%). Lastly, a little more than half (53.36%) of the respondents are male and less than half (46.64%) are females.

The respondents of the study were found out to be motivated because of being empowered in their position (4.17), recognized (4.08), progressive in their career (4.22), rewarded for their achievement (4.31), able to attain personal growth (4.48), and having interesting and challenging work (3.71). The hygiene factors of their job also made them motivated for they were able to have proper remuneration and benefits (4.07), good working conditions (4.23), job security (4.23), good relationship with immediate supervisor (4.37), good relationship with colleagues (4.11), and good organizational values and policies (4.26). The respondents also pursue to achieve their organizational goals by providing guidance and protection (4.20), facilitate planning (4.26), motivate and inspire employees (4.11) and evaluate and control performance (4.30).

Based on the findings of the study, the researchers concluded that there is a significant relationship between the job and hygiene motivations of the respondents and their organizational goals.

Keywords: job motivation; organizational goal; bank employees



1. INTRODUCTION

1.1 Background of the Study

Banking, just like in other industries, is replete with many activities where personnel are always busy. Transactions, negotiations, clerical works among others are just some of the activities people do in their workplace on a daily basis. However, efforts extended by working people do vary. There are those who work so to say that they are working. There are some who work just for the money. Further, there can be few people to consider working to comply with the goals of the company. Hence, are these workers really motivated to work for the company's sake?

In the context of a business, motivation can be said to be "the will to work," while goals are considered drivers, purpose – providers and direction givers. If these two words are imbibed by workers, their result will become an achievement. And, achieving their tasks, workers will be given incentives to be more motivated, efficient and productive.

Motivation is a driving force to do things. It stimulates desire and energy in people to be continually interested and committed to a job. Motivating people is not easy. First, managers need to know their employees desire, needs and wants. To do this, a manager should be able to motivate their employees. According to Herzberg (n.d.), there are six (6) motivational factors in motivating employees. These are the following: Employee Empowerment, Recognition, Career Progression, Achievement, Personal Growth, and Interesting and Challenging Work. On the other hand, there are six (6) hygiene factors. These are the following: Remuneration and Benefits, Work Conditions, Job Security, Relationship with Immediate Supervisor, Relationship with Colleagues and Organization Values and Policies.

From the above rationale, the researchers studied the employees working in bank institutions specifically on how they are motivated in order to achieve their organizational goals. The above stated motivational and hygiene factors were used by the researchers to determine their job motivation towards achieving their organizational goals.

1.2 Related Literatures

Studies reveal that job motivational factors have the ability to stimulate employees in a business organization. Some findings reveal that motivating individuals make them more productive and innovative in their workplace. The management of business organizations set this kind of strategy to fulfill their employees' common tasks, objectives and goals. According to Warren (2010), "employee motivation is an important concept in an organization. When workers are motivated in an organization, their productivity raises and therefore the organization realizes various advantages associated with the rise in labor productivity."

On the other hand, Wisconsin posits the following about organizational goals:

"Organizational goals help us focus and filter our learning on the system's highest priorities. In this way, professional development and organizational improvement are integrally related. The growth of professionals can contribute to the organization as a whole, but individual growth without the organizational context is insufficient and inefficient in helping the organization to achieve its strategic goals. In the absence of organizational direction (vision and goals), the impact of professional development becomes a matter of luck rather than the result of a deliberate allocation of resources".

The results can be a guide for business enterprises in adapting the motivation and hygiene factors for their employees. Motivated bank employees have a greater ability to work well, to achieve the task and can bring more assets to the firm. This kind of bank employees must feel that their efforts are being appreciated by the firm.

1.3 Statement of the Problem

The study assessed the job motivation of selected bank employees in Cavite Province in achieving their organizational goal. The specific questions sought to be answered were as follows:

1. What is the profile of the respondent in terms of:
 - 1.1 Length of Service
 - 1.2 Years in the Industry
 - 1.3 Gender?

2. Base on Frederick Herzberg Motivational Theory, what are the job motivations performed by the bank personnel towards achieving their organizational goals:

2A. Motivational Factors

1. Employee Empowerment
2. Recognition
3. Career Progression
4. Achievement
5. Personal Growth
6. Interesting and Challenging work?

2B. Hygiene Factors

1. Remuneration and Benefits
2. Work Conditions
3. Job Security
4. Relationship with Immediate Supervisor
5. Relationship with Colleagues
6. Organization Values and Policies

3. What is the level of achievement of the bank employees in pursuing their organizational goals?

1. Provide guidance and protection
2. Facilitate planning
3. Motivate and Inspire Employees
4. Evaluate and Control Performance

4. Is there a significant relationship between the job motivations and the organizational goals of the respondents?

1.4 Hypothesis

H₀₁. There is no significant relationship between the job motivation and organizational goals of the respondents.

1.5 Conceptual Framework

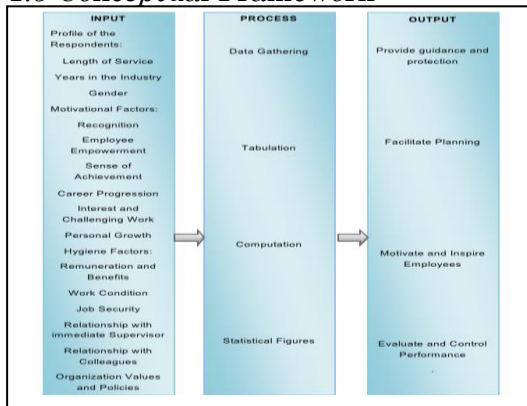


Figure 1. Inputs, Process and Outputs Concepts of the Respondents

Figure 1 shows the Input, Process and Output Concepts of the job motivation in achieving organizational goal. Under the inputs there is a list of the motivational factors: recognition; personal growth; career progression; interesting and challenging work; sense of achievement and employee empowerment. On the other hand the hygiene factors are the following: remuneration and benefits; work condition; job security; relationship with immediate supervisor; relationship with colleagues; organizational values and policy. Then it undergoes to a process that includes survey, tabulation and computation.

1.6 Theoretical Framework

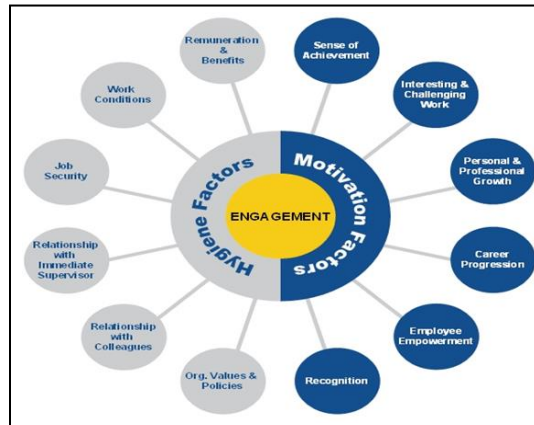


Figure 2. Frederick Herzberg Motivational Theory

Figure 2 shows Frederick Herzberg Motivational Theory. Frederick is a clinical psychologist and also he is a pioneer of job enrichment. He is one of the original thinkers in management and motivational theory. This theory is very relevant to modern understanding employer/employee relationship, mutual understanding and alignment within the psychological contract. According to Herzberg, "satisfiers deal with the factors involved in doing job, whereas the job dissatisfies deal with the factors which define the job context". On the researcher theoretical framework, illustrated are six motivational factors that may motivate bank employees in reaching organizational goals. The six



motivational goals are recognition, employee empowerment, career progression, personal growth, sense of achievement and, interesting and challenging work. The researcher's defined that recognition means recognizing the output of individual through giving rewards, promotion or just simply saying thank you. Employee empowerment means empowering people by means of allowing them to make their own decision in a specific work related situation. Career progression is one of the motivational factors which mean progress in career or having development in career. Then next motivational factor is personal growth, defined as improvement in personality such as development in talents and potential, improvement on employees' identity and awareness and etc. Lastly, interesting and challenging work which means encouraging an individual to use their full potential and assigning a work to them which may get their attention and feel it more interesting.

The hygiene factors are the following: remuneration and benefits is receiving compensation in exchange of showing efforts, sacrifices, leadership and hard work. Work conditions refer to the working environment and aspects of an employee's terms and conditions of employment. Job security is the assurance that an employee has about the continuity of gainful employment for his or her work life. Relationships with immediate supervisor have a direct and determine impact on the engagement level of the employee. A strong correlation was seen between an employee's level of satisfaction and their level of disengagement. Relationship with colleagues makes sense that the better the relationships are work at work, happier and more productive we're going to be. Organization values and policies reveal a lot about its working. Companies with well-defined policies attract a bigger pool of talent as well as are successful in keeping their employees actively engaged.

The researchers relate the theory in the people who are working in a bank specifically in rank-and-file employees. In every institution or company there is always a rank-and-file because they are the lifeblood of organizational success. Without rank-and-file employees, many companies' production levels would dwindle to nothing because rank-and file employees often are solely responsible for turning out the products that the companies

sell. Rank-and-file in the bank is the same as the rank-and-file of the other companies, they have the same routine of work but they different in a workplace and type of business they are working for. Hence, therefore the motivational and hygiene factors in Herzberg theory are very applicable to measure the motivational goal of the employee.

1.6 Scope and Limitations of the Study

The study was limited to the job motivation towards achieving organizational goals of selected bank employees located at the province of Cavite. And also, the respondents of this study were selected upon qualification of the following requirements: the respondent must be a regular employee; at least one (1) year and above employed in the bank; and their position must be from rank-and-file up to managers. This study sought to know the job factors that could motivate bank employees in achieving organizational goals.

This study sought to know the job factors that can motivate bank employees to be productive in achieving organizational goals. The respondents were the bank employees working in the seven selected banks: Philippine Savings Bank, Bank of the Philippine Islands, Banco De Oro, Rizal Commercial Bank Corporation Savings Bank, EastWest Bank, Philippine National Bank and BPI Family Savings Bank. The source of data was based only in the structured questionnaire answered by the respondents, developed for this purpose, books and studies that related to the topic. The study was conducted from November 2013 until October 2014.

2. METHODOLOGY

2.1 Research Design

The researchers used the correlational analysis research design. The motivational factors were correlated in the achievement of organizational goal. So, it means that if employees are motivated, they also become more productive and innovative which in turn will help them achieve their organizational goals. The researcher determined whether there is a relationship between the job motivation and the organizational goals.



2.2 Population and Sampling Technique

The study was conducted in the Province of Cavite. The data was specifically from the following banks: Philippine Saving Bank Tanza Branch at Tanza Cavite, Banco De Oro Puregold Tanza Branch at Tanza Cavite, Bank of the Philippine Islands Binakayan Branch at Binakayan Kawit Cavite, Rizal Commercial Bank Corporation Savings Bank at Noveleta Cavite, Philippine National Bank at Binakayan Kawit Cavite, EastWest Bank at Tanza Cavite and BPI Family Savings Bank at Noveleta Cavite. The researchers determined the total population employees in each banks. The researchers obtained the following data:

Table 1. Distribution of Respondents According to Company

BDO Tanza Puregold	12
PSBank Tanza	3
EatWest Tanza	5
RCBC Noveleta	5
BPI Family Savings Bank Noveleta	6
PNB Binakayan	7
BPI Binakayan	7

The researchers used purposive sampling. In this method, the researchers focused on particular characteristics of a population that are of interest.

2.3 Research Instruments

The researchers used a structured survey questionnaire. The researchers classified the statement according to Herzberg's motivational and hygiene factors. On the level of achievement of organizational goals, the researchers modified and classified the statement of the structured questionnaire by Latham and Locke. Part 1 seeks to determine the profile of the respondents. Part 2A sought to determine the motivational factors while Part 2B sought to determine the hygiene factors and Part 3 sought to determine the level of achievement of the bank employees in achieving their organizational goals. Part 2A&B items in the questionnaire was measured on a Five-Point Likert Scale ranging from 1 (strongly disagree) to 5 (strongly agree) and for the Part 3 items was measured by level

of achievement scale ranging from 1 (not achieved at all) to 5 (highly achieved).

2.4 Data Gathering Procedures

In finding a bank respondent for the study, the researchers search first in the internet for the possible banks that can be one of the respondents. Then the researchers called the list of banks found and asked for the permission of conducting survey. A request to the 20 selected respondent banks to conduct survey was made through calling on telephone but only 7 of them accepted the request of the researchers. The researchers asked the number of the employees of the seven bank respondents in order for them to determine the number of questionnaires to be distributed.

3. RESULTS AND DISCUSSION

From the analysis of data, the findings were as follows:

Problem 1: Profile of the Respondents

Table 2. Distribution of the Respondents According to Length of Service

NO. OF YEARS	F	%
1-3 years	16	35.56%
4-6 years	14	31.11%
7-9 years	01	2.22%
10 years and above	14	31.11%
Total	45	100%

In the above table, most of the respondents were working in their respective banks for at least 1-3 years (35.56%), 4-6 years and 10 years and above were the same result of (31.11%). Only a margin (2.22%) makes for 7-9 years.



Table 3. Distribution of the Respondents According to Years in the Banking Industry

NO. OF YEARS	F	%
1-3 years	0	0%
4-6 years	14	31.11%
7-9 years	17	37.78%
10 years and above	14	31.11%
Total	45	100%

In the above table, the respondents were working in banking industry for 4-6 years and 9 years and above resulted (31.11%) and most of the respondents were working in banking industry for at least 7-9 years (37.78%).

Table 4. Distribution of the Respondents According to Gender

GENDER	F	%
Female	21	46.64%
Male	24	53.36%
Total	45	100%

In the above table, 53.36 % of the respondents were male and 46.64% respondents were females. There were more male respondents than females.

Problem 2A: Job motivation factors performed by the bank personnel towards achieving organizational goals

Table 5. Mean Distribution on the Job Motivation According to Motivational Factors

Motivational Factors	Mean	Verbal Interpretation
Employee Empowerment	4.17	Agree
Recognition	4.08	Agree
Career Progression	4.22	Agree
Achievement	4.31	Agree
Personal Growth	4.48	Agree
Interesting and Challenging Work	3.71	Agree
Total	4.16	Agree

Based on the above result, respondents of the study were motivated because of being empowered in their position (4.17), recognized (4.08), progression in their career (4.22), rewarded for their achievement (4.31), growth for personal (4.48) and for interesting and challenging work (3.71). This could mean that motivational factors are present in their respective firm and that the respondent employees feel or experience such facets.



Problem 2B: Hygiene motivation factors performed by the bank personnel towards achieving organizational goals

Table 6. Mean Distribution on the Job Motivation According to Hygiene Factors

Hygiene Factors	Mean	Verbal Interpretation
Remuneration and Benefits	4.07	Agree
Work Conditions	4.23	Agree
Job Security	4.23	Agree
Relationship with Immediate Supervisor	4.37	Agree
Relationship with Colleagues	4.11	Agree
Organization Values and Policies	4.26	Agree
Total	4.21	Agree

Based on the result, the hygiene factors that also makes the employee motivated are when they have proper remuneration and benefits (4.07), work conditions (4.23), job security (4.23), relationship with immediate supervisor (4.37), relationship with colleagues (4.11) and organizational values and policies (4.26). This indicates that hygiene factors identified in this study were present in the firms where the respondents belong.

Problem 3: Level of Achievement in Pursuing Organizational Goals

Table 7. Mean Distribution on the Level of Achievement

Organizational Goals	Mean	Verbal Interpretation
Provide Guidance and Protection	4.2	Mostly Achieved
Facilitate Planning	4.26	Mostly Achieved
Motivate and Inspire Employees	4.11	Mostly Achieved
Evaluate and Control Performance	4.3	Mostly Achieved
Total	4.22	Mostly Achieved

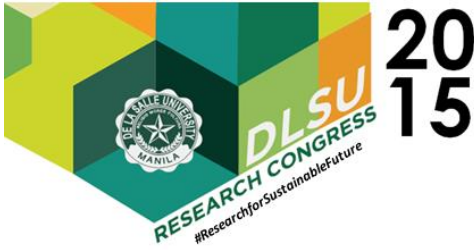
Based on the above table, the respondents pursue to achieve the organization by providing guidance and protection (4.2), facilitate planning (4.26), motivate and inspire employees (4.11) and evaluate and control performance (4.3). It can be said that the respondent employees are well-oriented with regards to the goals of their respective firms and that they strive to achieve such goals.

Problem 4: Is there a relationship between the job motivations and the organizational goals of the respondents?

Table 8. Relationship between job and hygiene motivations and organizational goals.

Variables	Computed χ^2	Tabular Value	Decision	Interepretation
Job and Hygiene Motivation	54.51	26.30	Reject Ho	Significant
Organizational Goals				

As observed in Table 8, the computed value is 54.51, and the tabular value is 26.30. Since the tabular value is higher than the



computed value, the hypothesis is rejected. This indicates that there was a significant relationship between the job and hygiene motivations and the organizational goals

This means that when the bank employees are motivated, it shows that they really can achieve the organizational goals. By giving them what they need or what can benefit them, it can assure that they will achieve the organizational goals. Perhaps, the implemented organizational goals are basically enough for the employees to achieve it.

4. CONCLUSION

1. The profile of the respondents: The frequency of the respondents according to length of service is as follows: 35.56% or 16 of the respondents have been working for 1-3 years, while there are equal distributions of 31.11% or 14 who have been working for 4-6 years and 10 years and above in their respective bank. There is 1 or 2.22% who have been working for 7-9 years.

The frequency of the respondent according to years in the banking industry is as follow: there are equal distributions of 14 or 31.11% for 4-6 years and 10 years and above for the respondents who have been in the bank industry. There is a majority of the respondents, 17 or 37.78% who have been in the industry for 7-9 years.

The frequency of the respondents in terms of gender is as follows: There is a majority of 24 or 53.36% respondents are male and only 21 or 46.64% respondents are females. There are more male respondents than females among the respondents.

2A. When it comes to job motivations factors the respondents always agree that they are empowered as shown in the table with a total mean of 4.17, they also agreed that they are being recognized in the workplace with a total mean of 4.08, it also expresses with a total mean of 4.22 that the employees are motivated because there is a chance for every employee to have career progression, it also resulted that the employees become motivated when they are being rewarded in their achievement which resulted to a total mean of 4.31, it also shows that the respondents motivation can be seen when you helps them to pursue their professional growth which have a

total mean of 4.48 and lastly, if the respondents have their flexible work arrangements they will be more interested and will be more challenged in the job that will result to motivation that turns with a total mean of 4.07.

2B. When it comes to hygiene motivations factors, the respondents always agree that they are experienced satisfaction by being assured that they are getting sufficient benefits which resulted with a total mean of 4.07, it also shows with a total mean of 4.23 that the respondents experienced that the conditions in their work reach their satisfaction, the respondents felt that they are being provided safety and secured during their stay in their job, it could be seen that the respondents having a good relationship with their supervisor reflected a good outcome with a total mean of 4.37, it also presents with a total mean of 4.11 that relationship with colleagues of employees experienced through the sense of friendship and team spirit and lastly, with a outcome of total mean of 4.26 it could be seen that the policies affect the members of the organization in terms of statutory reasons or affect promotions.

3. When it comes to level of achievement in pursuing the organizational goals the respondents mostly agree with a total mean of 4.2 that providing guidance and protection for the employees can convey their weakness while keeping them motivated, based on the outcome reflected with a total mean of 4.26 that by facilitating employee in those kind of activities within an organization can really claimed achievement, it also expresses with a total mean of 4.11 that providing insight into each employee, inspire them in the workplace and targeted a motivational tactics will work best for achievement and lastly, based on the outcome reflected with a total mean of 4.3 it could be seen that evaluating performance used to help enhance the effectiveness and efficiency of the work performance.

4. Based on the result of the hypothesis, the computed value is 54.51, and the tabular value is 26.30. Since the tabular value is higher than the computed value, the hypothesis is rejected. This indicates that there was a significant relationship between the job and hygiene motivations and the organizational goals.



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