



## **Level of Work Motivation of Selected Employees of University of Eastern Philippines- Main Campus**

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### **Abstract**

This study was conceptualized and designed to determine the level of work motivation of selected employees of University of Eastern Philippines.

The study used descriptive-survey design that covered one forty-one respondents which included employees both teaching and non-teaching personnel.

As to the profile of the respondents, majority were 43 years old and above, female, equal distribution of single and married, Roman Catholic, college graduates, 1-5 years length of service and , earning 18,000-25,000 per month.

The level of work motivation of the employees was “ much motivated “ as shown in the overall grand mean of 4.08 .

Among the work motivation factors identified are: (1) training, (2) work condition, (3) job satisfaction, (4) achievement, (5) appreciation, (6) job security, (7) social opportunity, (8) monetary incentives and (9) to serve the people.

The problems of the employees/personnel in performing their duty include the following: (1) lack of knowledge about management and leadership; (2) lack of trainings and seminars along management and leadership; (3) insufficient facilities or equipment to manage the office; (4) not possessing higher education ; (5) lack of participants of office personnel to what is mandated and; (6) passive type of leader.

Keywords: work motivation, work motivation factors, intrinsic motivation, extrinsic motivation.

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### **1. Introduction**

#### **Background**

A well-managed organization usually sees an average worker as the root source of quality and productivity gains. Such organizations do not look to capital investment, but to employees as the fundamental source of improvement. Also, a motivated work force can undoubtedly help sustain productivity by reducing absences boredom at work, errors, and turnover.

Further, motivation refers to reasons that underlie behavior that is characterized by willingness and desire. Intrinsic motivation is animated by personal enjoyment, interest, or pleasure, whereas extrinsic motivation is governed by reinforcement contingencies. Moreover, motivation plays a crucial role in the work place particularly in this modern time as workers have become more knowledgeable about their rights in the work place. There are factors within and outside an organization that affects the extent to which employees of an

organization are motivated which include demographic factors like working condition, age, sex, educational attainment, position occupied, salary, benefits availed, working condition and length of service. Their motivations are not always easy to discern and most differ on what they implicitly suggest.

Motivation involves a group of beliefs, perceptions, values, interests, and actions that are all closely related. As a result, various approaches to motivation can focus on cognitive behaviors (such as monitoring and strategy use), non-cognitive aspects (such as perceptions, beliefs, and attitudes), or both.

In addition, most employers today would like to have their employees motivated and ready to work, but do not understand what truly motivates a person. Institutions could be more efficient if the employees had an invested interest in the future of the company. There are essential needs to be met for a person, specifically an employee, to succeed in the workplace. He will examine different theories of motivations, how they are relevant to the workplace, and how employers can implement the theories to ensure happy and motivated employees. Also, there are some factors that will motivate employees to give their best at work, appreciation for job well done, being in the know about institution matters, and understanding attitude from the management, job security, good wages, interesting work, career advancement opportunities, loyalty from management, good working conditions and tactful discipline. Furthermore, if employees are provided with right motivation technique at right time, their morale and confidence goes up and had a direct positive impact in individual performance and organizational performance.

These motivation techniques have long been acknowledged as an important personnel work with the potential to improve employee motivation and hence performance, and to deliver management with the control needed to achieve organizational objectives.

However, it is a challenge now to the head of office to have ability to motivate the employees and staff in the organization. It involves working with and through people but people is complex and sometimes irrational in their behavior that may affect their job performance. So, administrator should possess effective and efficient skills in managing the certain organization so that they can achieve what they are eyeing for. But, achieving the objectives of the organization must take a process and can be hindered by some constraints or limitations. Such as ineffective and inefficient service delivery, inadequate facilities and lack of training for professional growth, the actions of the government that is not responsive to the basic needs of the country, the constant implementation of programs and projects which are not properly monitored, too much politics in government, and the values of the people, especially of some employees who does not perform well in their assigned job where employees will be unmotivated to perform their job.

Thus, the researcher is prompted to conduct this study to determine the level of work motivation of selected employees of the University of Eastern Philippines- Main Campus. Also, the output of this study was an insight to assess the factors that affect the work-performance of the employees.

### **Objectives:**

The general objective of the study is to investigate the level of work motivation of selected employees of the University of Eastern Philippines- Main Campus.

Specifically, the study aimed to attain the following objectives:

1. Document the profile of the respondents in terms of;
  - 1.1 age
  - 1.2 sex
  - 1.3 religion
  - 1.4 educational attainment
  - 1.5 length in service
  - 1.6 monthly income
2. Determine level of work motivation of the selected employees of the University of Eastern Philippines;
3. Identify the work motivation factors of the selected employees of the University of Eastern Philippines; and
4. Find out the problems encountered by the respondents in performing their duty

## **2. Literature Review**

Motivation refers to “the reasons underlying behavior. Paraphrasing Gredler, Broussard and Garrison (2004) broadly define motivation as “the attribute that moves us to do or not to do something”. Intrinsic motivation is motivation that is animated by personal enjoyment, interest, or pleasure. As Deci et al. observe, “intrinsic motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action. It is manifest in behaviors such as play, exploration, and challenge seeking that people often do for external rewards”. Researchers often contrast intrinsic motivation with extrinsic motivation, which is motivation governed by reinforcement contingencies. Traditionally, educators consider intrinsic motivation to be more desirable and to result in better learning outcomes than extrinsic motivation.

Beretti et al. discussed that monetary incentives used to build a positive environment and maintain a job interest, which is consistent among the employee and offer a spur or zeal in the employees for better performance. For reason, monetary incentive motivate employees and enhance commitment in work performance, and psychologically satisfy a person and leads to job satisfaction, and shape the behavior or outlook of subordinate toward work in the organization.

The work of Azizi and Liang indicated that workforce flexibility can be achieved by cross-training and improved via job rotation. In the same way, Eguchi concluded that job transfer plays a significant role in preventing workers from performing influence activities for private help. As summarized by Asensio-Cuesta et al. (2012) job rotation provides benefits to both workers and management in an organization and prevents musculoskeletal disorders, cast out fatigue and increases job satisfaction and morale. As a result, job transfer gives the opportunity to learn multiple skills and outlooks to the workers. It avoids the dullness caused by monotonous jobs and simultaneously brings smoothness in technological job with the help of handling different circumstances at different levels and it leads to effective learning of many aspects in the organization.

A study by García et al. identified that perceptions of promotion systems affect organizational Justice And Work Motivation. Likewise, Koch And Nafziger (2012) Specified That Promotions are desirable for most employees, only because they work harder to compensate for their “incompetence.” As a result, promotion at regular interval of time has an optimistic approach behind and they are generally given to satisfy the psychological requirements of employees in the organization.

A study by Mahazril et al. organizations had the duty to appreciate the employee from time to time and offer other form of benefits such as payment, which will help in employee motivation. Likewise, Kingira and Mescib define appreciation as the abstract of immaterial incentives; “employees giving immaterial incentives (appreciation, respect etc.) as much as materiel incentives with working department” shows employees do not agree with this behavioral statement. With this result, it can be stated that employees being employed in different parts can take their different opinions at different levels. Among the variable of responsibility and being appreciated, it is understood that “success of employers always be appreciated with education.” The more effective quality and practicality of education employees had, the more contribution they will have to businesses

According to Candi et al., a growing recognition of the opportunities of innovation is through experience staging. Mahazril et al. (2012) concluded that rewards and recognition and communication may motivate them to work. Recognition enhances the level of productivity and performance at job whether it is a first time performance or a repeated action at the job in a progressive way and ultimately reinforces the behavior of employee.

### **3. Methodology**

This study was conducted in the University of Eastern Philippines- Main Campus.

The study employed the descriptive survey research design. This is the most appropriate method for it describes the situation as it exists at the time of the study. Since it is very large size of population, the researcher used structured and close-ended questions to gather information from the respondents.

The sampling technique used by the researcher is purposive sampling. Purposive sampling was used because the researcher purposively selected twenty-one (21) respondents from teaching staff and another twenty (20) from non-teaching staff. A total of forty-one (41) respondents were included in the study.

Different kinds of statistical methods were used in this study according to its appropriateness such as frequency, percentages, weighted mean, and ranking.

### **4. Analysis – Discussion**

#### **Respondents’ Profile**

##### Age

The data in Table 1.1 show the distribution of the respondents according to their age. The data reveal that 5 or 12.19% were 23 years old and below, 11 or 26.82% were 27-29 years old, 3 or 7.31% were 34-36 years old, 5 or 12.19% were ages 40-42 and 30-33 while 12 or 29.26% were 43 years old and above.

The data in hand further reveal that the majority of the respondents in the distribution were 43years old and above. This indicates that the majority are matured enough, and capable to participate in the vision, mission, goals and objectives of the university.

**Table 1.1.** Distribution of the Respondents according to their age

Age	Frequency	Percentage
23 and below	5	12.19
27-29	11	26.82
34-36	3	7.31
40-42	5	12.19
30-33	5	12.19
43 and above	12	29.26
<b>Total</b>	<b>41</b>	<b>100</b>

Sex

Table 1.2 shows the distribution of the respondents according to their sex. The data show that 18 or 43.90% were male while the remaining 23 or 56.09% were female.

The data further reveal that majority of the respondents are female and it indicates that most of the employees are female that contributed a lot in service delivery of the university.

**Table 1.2.** Distribution of the Respondents according to their Sex

Sex	Frequency	Percentage
Male	18	43.90
Female	23	56.09
<b>Total</b>	<b>41</b>	<b>100</b>

Civil Status

Table 1.3 shows the distribution of the respondents according to civil status and this profile indicators were categorized as single, married and widowed. The data in hand revealed that 20 or 30.78% of the total respondents were single and married while the remaining 1 or 2.43% were widowed.

The data further revealed that there is an equal distribution of single and married as to the civil status.

**Table 1.3.** Distribution of the Respondents according to their Civil Status

Civil Status	Frequency	Percentage
Single	20	48.78
Married	20	48.78
Widow/Widower	1	2.43
<b>Total</b>	<b>41</b>	<b>100</b>

Religion

Table 1.4 shows the distribution of the respondents according to their religion. The data in hand revealed that 36 or 87.80% of the respondents were Roman Catholic, 1 or 2.43% were Iglesia ni Kristo, Protestant, Baptist, Born Again and Church of God International.

The data further discover that most of the respondents are Roman Catholic which indicates that the municipality is considered as God fearing society.

**Table 1.4.** Distribution of the Respondents according to their Religion

Religion	Frequency	Percentage
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Roman Catholic	36	87.80
Iglesia ni Kristo	1	2.43
Protestant	1	2.43
Baptist	1	2.43
Born Again	1	2.43
Church of God International	1	2.43
<b>Total</b>	<b>41</b>	<b>100</b>

#### Educational Attainment

Table 1.5 shows the distribution of the respondents according to their educational attainment. The data show that 3 or 7.31 percent of the total respondents were in the college level, 16 or 39.02 percent were college graduates, 4 or 9.75 percent have unit towards master`s degree, 9 or 21.95 percent master`s degree holder, 2 or 4.87 have unit towards doctorate degree and 7 or 17.07 were doctorate degree holders

The data further revealed that majority of the respondents were college graduates. The data justify that employees/personnel of the University of Eastern Philippines- Main Campus are qualified in terms of educational attainment. Proper education is necessary to possess enough knowledge and skills necessary to manage and achieve the vision, mission, goals and objectives of the university.

**Table 1.5.** Distribution of the Respondents according to their Educational Attainment

<b>Educational Attainment</b>	<b>Frequency</b>	<b>Percentage</b>
College Level	3	7.31
College Graduate	16	39.02
Unit towards Master`s Degree	4	9.75
Master`s Degree Holder	9	21.95
Unit towards Doctorate Degree	2	4.87
Doctorate Degree Holder	7	17.07
<b>Total</b>	<b>41</b>	<b>100</b>

#### Length of Service

Table 1.6 shows the distribution of the respondents according to their length of service. The data revealed that 2 or 4.97% were below one year in service, 21 or 51.21% were 1-5 years in service, 10 or 24.39% were 6-10 years in service, while 1 or 2.43% were 11-15 years, 16-20 years, 21-25 years, 31-35 years and 36 years and above while 3 or 7.31% were 26-30 years in service in the university.

The data in hand further revealed that majority of the respondents were in the service for 1-5 years already which is enough experience to perform their functions well. Also, the data justify that employees/personnel and officials of the said university are highly experienced and exposed to their job. The length of service of stakeholders determines their effectiveness and efficiency in service delivery. This means that the longer their services in the office, the more skilled, effective and efficient they are in service.

**Table 1.6.** Distribution of the Respondents according to their Length of Service

<b>Length of Service</b>	<b>Frequency</b>	<b>Percentage</b>
1-11 months	2	4.97
1-5 years	21	51.21
6-10 years	10	24.39
11-15 years	1	2.43
16-20 years	1	2.43
21-25 years	1	2.43
26-30 years	3	7.31
31-35 years	1	2.43
36 years and above	1	2.43
<b>Total</b>	<b>41</b>	<b>100</b>

### Monthly Income

Table 1.7 shows the distribution of the respondents according to their monthly income. The data show that 10 or 24.39% were earning below 10,000 per month, 11 or 26.82% earned 18,000-25,000, 6 or 13.63% were receiving 26,000-31,000, 32,000-36,000 and 37,000-42,000 has 3 or 7.31% while 8 or 19.51% were earning 43,000 and above.

The data further revealed that most of the respondents earned 18,000-25,000 per month. This further indicates that all of the respondents can provide their basic needs.

**Table 1.7.** Distribution of the Respondents according to their Monthly Income

<b>Income</b>	<b>Frequency</b>	<b>Percentage</b>
Below 10,000	10	24.39
18,000-25,000	11	26.82
26,000-31,000	6	14.63
32,000-36,000	3	7.31
37,000-42,000	3	7.31
43,000 and above	8	19.51
<b>Total</b>	<b>41</b>	<b>100</b>

### Level of Work Motivation

Table 2 exhibits the level of work motivation of selected employees of the University of Eastern Philippines. There are twenty-four (24) parameters used to measure the level of work motivation. There are seven (7) indicators stated as “very much motivated” such as: I am motivated with my present work status, I am motivated when I received appropriate recognition for a job well done, the kind of my work motivates and gives me a sense of personal accomplishment, I am motivated to work when it is for the benefit of the majority, I am motivated to work hard when the organization’s leadership is responding to the important issues within the organization, I am motivated to work because of a good working relationship with other head of office and I am motivated to work because my knowledge and skills are utilized in my present job. While the remaining seventeen (17) indicators are rated as “much motivated” which include: I am motivated to work when the office provides benefits which are better compared with other agencies, I am motivated to work hard when

my salary increases, I am motivated to work hard when the administrator respond to political, environmental and economic issues that affects the office , I am motivated to work because the administration assigned task equitably , I am motivated to work because the administration conducts team building activities, I am motivated to work because of the positive feedback from the clients, I am motivated to work because the administration allows employees to make decisions, I am motivated to work when the administration sets deadlines, I am motivated to work because of the respect and concern and harmonious relationship with my co-workers, I am motivated because our office projects a good image, I am motivated to work because of the working environment, I am motivated to work in order to avoid being embarrassed and scolded, I am motivated to work because of the type and size of organization, I am motivated because of the career advancement opportunity, I am motivated to work because of the good management styles of other officials, I am motivated to work because of the technological advancement of the office and I am motivated to work because the higher officials supervise our performance.

The overall grand mean of 4.08 is considered as “much motivated”. The result of the study is supported by Williams et al. that argues that the job satisfaction works toward making good relationships with staff and colleagues, control of time off, enough resources, and bring autonomy for employee in the organization. It is essential in the stages of employment i.e., early, middle, and late career stage of life because it brings any combination of physiological, psychological, satisfaction that invokes a person truthfully to say I am satisfied with my current job and it leads to employee motivation to achieve goals of the organization. Job satisfaction refers doing a job one enjoys, and being rewarded for one’s accomplishment. It is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment of the desired goals and objectives.

**Table 2.** Level of Work Motivation of the Respondents

Statement	A	O	S	S	N	$\Sigma$	Mean	Interpretation
	5	4	3	2	1			
I am motivated with my present work status	22	15	4		0	182	4.43	Very much Motivated
I am motivated when I received appropriate recognition for a job well done	21	14	4	2	0	177	4.31	Very much Motivated
The kind of my work motivates and gives me a sense of personal accomplishment	20	14	4	3	0	174	4.24	Very much Motivated
I am motivated to work when it is for the benefit of the majority	20	17	3	1	0	179	4.36	Very much Motivated
I am motivated to work hard when my salary increases	16	15	6	3	1	156	3.80	Much Motivated
I am motivated to work when the office provides benefits	17	14	9	1	0	170	4.14	Much Motivated



which are better compared with other agencies								
I am motivated to work hard when the administrator respond to political, environmental and economic issues that affects the office	18	15	6	2	0	172	4.19	Much Motivated
I am motivated to work hard when the organization`s leadership is responding to the important issues within the organization	21	15	5	0	0	180	4.39	Very much Motivated
I am motivated to work because the administration assigned task equitably	16	10	13	2	0	163	3.97	Much Motivated
I am motivated to work because the administration conducts team building activities	15	18	6	2	0	169	4.12	Much Motivated
I am motivated to work because of the positive feedback from the clients	15	16	10	0	0	169	4.12	Much Motivated
I am motivated to work because the administration allows employees to make decisions	12	17	9	2	1	160	3.90	Much Motivated
I am motivated to work when the administration sets deadlines	14	16	8	3	0	164	4	Much Motivated
I am motivated to work because of the respect and concern and harmonious relationship with my co-workers	17	16	7	1	0	172	4.19	Much Motivated
I am motivated because our office projects a good image	13	22	5	1	0	161	3.92	Much Motivated
I am motivated to work because of a good working relationship with other head of office	16	21	4	0	0	176	4.29	Very much Motivated
I am motivated to work in order to avoid being	13	20	6	1	1	166	4.04	Much Motivated

embarrassed and scolded								
I am motivated to work because of the working environment	15	17	7	2	0	168	4.09	Much Motivated
I am motivated to work because of the type and size of organization	10	21	5	3	2	154	3.75	Much Motivated
I am motivated because of the career advancement opportunity	13	15	12	1	0	163	3.97	Much Motivated
I am motivated to work because of the good management styles of other officials	9	17	11	2	2	152	3.70	Much Motivated
I am motivated to work because of the technological advancement of the office	11	17	8	4	1	156	3.80	Much Motivated
I am motivated to work because the higher officials supervise our performance	13	22	5	1	0	161	3.92	Much Motivated
I am motivated to work because my knowledge and skills are utilized in my present job	21	15	5	0	0	180	4.39	Very much Motivated
<b>Grand Mean</b>							<b>4.08</b>	<b>Much Motivated</b>

### Work Motivation Factors

Table 3 exhibits the work motivation factors of the respondents.

There are nine (9) work motivation factors identified which include: (1) training, (2) work condition, (3) job satisfaction, (4) achievement, (5) appreciation, (6) job security, (7) social opportunity, (8) monetary incentives and (9) to serve the people.

Ranked first on the work motivation factor is training, where the respondents said that they are motivated to work because of the trainings where they are sent to different places to acquire more knowledge and skills along their job. The data also indicate the employees/personnel are willing to be trained in order to perform their duties effectively and efficiently. Also, it indicates that the municipal government of Biri very keen in sending their employees into various trainings to make their employees more skillful and organized to do their job. The study is supported by Baldwin et al. indicates that individuals with higher pre-training motivation on the basis of their willingness to attend training have greater learning outcomes as compared to individuals heaving lower pre-training motivation.

Ranked two is work condition where the employees/personnel are motivated to perform their job because of the harmonious environment where there is less conflict in their office where

they can freely perform their duty and responsibility. Jung and Kim stated that good work environment and good work conditions can increase employee job satisfaction and an employee organizational commitment. So the employees will try to give their best which can increase the employee work performance.

Ranked three is job satisfaction, where the respondents said that they enthused to their job because their knowledge and skills fits the job they perform. Parvin and Kabir studied the tested factors affecting job satisfaction for pharmaceutical companies and described job satisfaction as how content an individual is with his or her job, and viewed job satisfaction is not the same as motivation, although clearly linked

Thus, the overall result of the study is supported by Domalaon also cited that according to Almond and Powell Jr., every system has procedures for the requirement, or selection, of political or administrative officeholders. In democratic states, political and administrative positions are formally open to any candidate with sufficient talent. By talent, he means that knowledge and skills are hard to acquire any way other than through education and training.

**Table 3.** Work Motivation Factors of the Respondents

Motivation Factors	Frequency	Rank
Training	19	1
Work Condition	15	2
Job Satisfaction	13	3
Achievement	11	4.5
Appreciation	11	4.5
Job Security	10	6
Social Opportunity	9	7
Monetary Incentives	8	8
To Serve the people	1	9

\*Multiple Response

#### Problems Encountered

Table 4 exhibits the problems encountered by the respondents in performing their duty.

There are six (6) identified problems by the employees/personnel in performing their duty which include: (1) lack of knowledge about management and leadership; (2) lack of trainings and seminars along management and leadership; (3) insufficient facilities or equipment to manage the office; (4) not possessing higher education ; (5) lack of participants of office personnel to what is mandated and; (6) passive type of leader.

Ranked one is lack of knowledge about management and leadership where management is very important in supervising the performance of the employees whether they are performing in accordance to their assignment. However, if the employees are not much knowledgeable on how to manage their office this might affect to the work performance.

Hence, management is very vital on work motivation which is supported the POSDCORB theory of management by Luther Gullick. Gullick`s POSDCORB which refers to the process of management with the acronym : planning, organizing, staffing, controlling, reporting and budgeting. Management plays a crucial role in governing a certain institution because it

includes the monitoring and evaluating a certain organization whether the benchmark is being hit in accordance to the plans. Thus, management is more on hands-on running of a certain institution for making the right things and making the things right.

**Table 4.** Problems Encountered by the Respondents

Problems Encountered	Frequency	Rank
Lack of knowledge about management and leadership	18	1
Lack of trainings and seminars along management and leadership	14	2.5
Insufficient facilities or equipment to manage the office	14	2.5
Personnel are not following orders	13	4
Not possessing higher education	11	5.5
Lack of participants of office personnel to what is mandated	10	5.5
Passive type of leader	10	6

\*Multiple Response

## 5. Findings

The data revealed that majority were 43 years old and above, female, equal distribution of single and married, Roman Catholic, college graduate, 1-5 years and above, earning 18,000-25,000 per month and SB members.

As to the level of work motivation the overall grand mean of 4.08 is considered as “much motivated”.

There are nine (9) work motivation factors identified which include: (1) training, (2) work condition, (3) job satisfaction, (4) achievement, (5) appreciation, (6) job security, (7) social opportunity, (8) monetary incentives and (9) to serve the people.

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## 6. Recommendations

Based on the findings and conclusions of the study, the following recommendations are forwarded:

- i. Majority of the respondents are college graduates. Government employees such as state university personnel and heads of office should be more competent in service delivery so they should pursue their higher education by enrolling graduate studies.
- ii. One of the factors that affects the motivation of the respondents is attending seminars/trainings. The university president and other heads of office/unit should send their employees to various seminar-workshops along governance and leadership style so that they will be motivated at the same time they will gain more knowledge and skills on their work.

- iii. The issues and concerns raised by the respondents should be given attention by the authorities of the higher echelon of the university to address the hindrances and so that the employees will be more motivated to work
- iv. A similar study be conducted and use qualitative case study for in-depth analysis.

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