

## ASSESSMENT ON JOB PERFORMANCE AND EMPLOYEE MOTIVATION OF BSOA AND BOA GRADUATES IN SELECTED METROPOLITAN TRIAL COURT AND REGIONAL TRIAL COURT IN METRO MANILA

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### ABSTRACT

*The purpose of this study is to determine the job performance and employee motivation of BSOA and BOA graduates in selected Metropolitan Trial Court and Regional Trial Court in Metro Manila. Quantitative Research Method was used in this study. Quantitative Research Method emphasizes objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques. Quantitative research focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon. The methodology applied to gain solution in the realization of the study. The study aims to measure the job performance and employee motivation of BSOA and BOA graduates in selected Metropolitan Trial Court and Regional Trial Court in Metro Manila. Lastly, findings showed that there is no significant difference on job performance and employee motivation between employees in selected Metropolitan Trial Court and Regional Trial Court in Metro Manila. Since there is no significant difference on job performance and employee motivation between employees in selected Metropolitan Trial Court and Regional Trial Court in Metro Manila, It is recommended that the institution should maintain or improve what they are doing to keep the employees perform well and be motivated, since it showed that there is no significant difference between job performance and Employees motivation.*

## Introduction

Job performance is formally defined as the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment. Understanding one's own performance is a critical concern for any employee, and understanding the performance of employees in one's unit is a critical concern for any manager. Job performance has three dimensions: task performance, citizenship behavior, and counterproductive behavior. Task performance includes employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces. Examples of this include routine, adaptive and creative task performance. Citizenship behaviors are voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place. This entails helping, courtesy, sportsmanship, voice, civic virtue, and boosterism. And the counterproductive behaviors are employee behaviors that intentionally hinder organizational goal accomplishment. It encompasses sabotage, theft, wasting resources, substance abuse, gossiping, incivility, harassment, and abuse. (Colquitt, Lepine, and Wesson, *Organizational Behavior: Improving Performance and Commitment in the workplace*, 2002).

Individual performance is of high relevance for organizations and individuals alike. Showing high performance when accomplishing task results in satisfaction, feelings of self-efficacy and mastery (Bandura, 1997; Kanfer et al., 2005). Moreover, high performing individuals get promoted, awarded and honored. Career opportunities for individuals who perform well are much better than those of moderate or low performing individuals (Van Scotter et al., 2000).

Motivation is a general term encompassing all drives, desire, and needs. These are the things that induce an individual to perform. And all employees needed motivation so they can go to their next level and they can increase their confidence to their work and to themselves. Having to know these factors may help not only the individual but also the firm to perform more productively and finish every job successfully.

The role of this study in one's life is to show that when an individual does well in his performance, it gives him a job security and ensures that he will not find himself pounding the pavement looking for a new position or work. It helps the individual to understand the expectations of one's role and employs his managers to set realistic and attainable professional goal. Also, receiving feedback to one's job will help him to develop his skills. In addition to that, a good job performance build up as a dedicated professional that will assist individual career development. Perhaps, one of the best reasons for good performance is the pride that they can take from their work. Knowing that putting all effort and time in their jobs gives them a sense of accomplishment and self-satisfaction.

The researchers preferred to go through this topic to probe how office administration graduates function in legal field or trial court in Metro Manila and how well they apply the learnings and skills that an office administration graduate must possess. Also, it is to know how the environment of an individual molds and affects his/her performance in the workplace. The researchers also aim to know

some of the trends that affect the job performance in the legal field. To put it simply: what are the kind of jobs that changes from time to time in legal firm? The ways of the workers to get organized within the firm? What are the jobs that put pressures in the employee?

### Study Context

According to Dan Ketchum (2011) in his article about how “Punctuality affects the individual just as much as it affects the workplace as a whole. Punctuality communicates a plethora of positives to your employer your peers. It shows that you are dedicated to the job, interested in the work, and capable of handling responsibility. When you arrive on time for work or work-related activities, it shows that you are capable of honoring your word. Being punctual helps employees project a sense of professionalism and commitment. Ketchum also stated, when employees are punctual, the workplace operates more smoothly as a whole. Punctuality may help you achieve advancement.”

According to George N. Root III on his article *How the skills of the employees affect their performance to work*, “employee development uses an employee’s existing skill set and expands on it to help that employee perform his job more efficiently. Employee skill set creates an understanding of work duties and how to effectively perform daily job tasks. When an employee has an adequate skill set, she is better equipped to plan each day’s activities so that she can reach her production roles.”

According to Cohen and Bailey (1999) “teamwork is an important factor for smooth functioning of an organization. Organizations which emphasize more on teams have results in increase employee performance, greater productivity and better problem solving.”

According to Heidi Grant Halvorson, 2011 in her article *How to give Employees A Sense of Autonomy (When You Are Really Calling The Shots) Self-chosen goals create special kind of motivation called Intrinsic Motivation*. “The desire to do something for its own sake. When people are intrinsically motivated, they enjoy what they are doing more, and find it more interesting. They feel more creative, and process information more deeply. They persist more in the face of difficulty. They perform better. It turns out that it isn’t so much actual freedom of choice that matters when it comes to creating intrinsic motivation, but the feeling of choice. Choice provide a sense of self-determination, even when choice is trivial or illusory.”

“Competence is therefore one of the three motivational needs of a person and it is defined as the desire to master the environment and its outcome or to deal effectively with it” stated by Deci and Ryan, 2002; Ryan et al., 2009. “Competences refers to capabilities of applying or using knowledge, skills, abilities, behaviors, and personal characteristics to successfully perform critical work tasks, specific functions, or operate in a given role or position and it also involves personal characteristics like mental or intellectual-cognitive, social/emotional or attitudinal, and physical or psychomotor attributes necessary to perform the job” stated by Ennis ( 2008). Elliot and Dweck (2005); Ryan, et al., (2009) add that “competency in and employee is being able to successfully meet an optimum challenge and

this feeling of competency increases intrinsic motivation in that for an employee to feel motivated, they must first perceived themselves as competent and autonomous.”

Relatedness is defined as the desire to interact with, be connected to, and experience caring for other people in that anybody’s actions and daily activities involved other people and through this they seek the feeling of belongingness. The desire to interact according to Sedgwick and Yonge (2008) is a “sense of belonging” which is noted as a universal characteristic of human beings and is a basic human need because it provides a sense of security and relatedness.” Sedgwick and Yonge (2008) add that “this spirit of belonging complement the growth and facilitates group cohesion.”

According to Betsy Gallup on her article *Job security as a motivational Factor* “Employees are apt to work harder and smarter to secure one of the remaining positions during downsizing attempts, and you will be left with a staff capable of helping your company finds success. One way to use the job security motivator in a company’s favor is to offer retention bonuses to valued employees as a thank you for services rendered. The bonuses will reassure employees that they are appreciated and have a future with the company. Job security is the goal of many employees, realistically most employees will change jobs several times over the course of a career, and some of the changes will not be their ideas.”

### Objectives

The purpose of this study is to determine the job performance and employee motivation of BSOA and BOA graduates in selected Metropolitan Trial Court and Regional Trial Court in Metro Manila. Specifically, this study sought to answer the following questions:

1. How do the respondents assess their job performance in terms of the following:
  - 1.1 Punctuality;
  - 1.2 Skill Performance;
  - 1.3 Teamwork?
2. How do the respondents view the importance of the following motivational factors:
  - 2.1 Need for Autonomy;
  - 2.2 Need for Competence;
  - 2.3 Need for Relatedness;
  - 2.4 Need for Job Security?
3. Is there any significant difference on job performance between the employees in selected Metropolitan Trial Court and Regional Trial Court?
4. Is there any significant difference on employee motivation between the employees in selected Metropolitan Trial Court and Regional Trial Court?

## Hypothesis of the Study

There is no significant difference on job performance between the employees in selected Metropolitan Trial Court and Regional Trial Court in Metro Manila.

There is no significant difference on employee motivation between the employees in selected Metropolitan Trial Court and Regional Trial Court in Metro Manila.

## Theoretical Framework

The researchers used Expectancy theory as a basis for this study. The expectancy theory was proposed by Victor Vroom of Yale School of Management in 1964. Vroom stresses and focuses on outcomes, and not on needs unlike Maslow and Herzberg. The theory states that the intensity of a tendency to perform in a particular manner is dependent on the intensity of an expectation that the performance will be followed by a definite outcome and on the appeal of the outcome to the individual.

The Expectancy theory states that employee's motivation is an outcome of how much an individual wants a reward (Valence), the assessment that the likelihood that the effort will lead to expected performance (Expectancy) and the belief that the performance will lead to reward (Instrumentality). In short, Valence is the significance associated by an individual about the expected outcome. It is an expected and not the actual satisfaction that an employee expects to receive after achieving the goals. Expectancy is the faith that better efforts will result in better performance. Expectancy is influenced by factors such as possession of appropriate skills for performing the job, availability of right resources, availability of crucial information and getting the required support for completing the job.

Instrumentality is the faith that if you perform well, then a valid outcome will be there. Instrumentality is affected by factors such as believe in the people who decide who receives what outcome, the simplicity of the process deciding who gets what outcome, and clarity of relationship between performance and outcomes. Thus, the expectancy theory concentrates on the following three relationships:

- Effort-performance relationship: What is the likelihood that the individual's effort be recognized in his performance appraisal?
- Performance-reward relationship: It talks about the extent to which the employee believes that getting a good performance appraisal leads to organizational rewards.
- Rewards-personal goals relationship: It is all about the attractiveness or appeal of the potential reward to the individual.

Vroom was of view that employees consciously decide whether to perform or not at the job. This decision solely depended on the employee's motivation level which in turn depends on three factors of expectancy, valence and instrumentality.

Self-Determination Theory. Theory of Motivation and personality that addresses three universal, innate and psychological needs: Competence, autonomy, and psychological relatedness.

Competence means seek to control the outcome and experience mastery. Relatedness is the universal want to interact, be connected to, and experience caring for others. Autonomy is the universal urge to be casual agents of one's integrated self; however, Deci and Vansteenkiste note this does not mean to be independent of others.

### Conceptual Framework

The framework conceptualizes IPO on the job performance and employee motivation of BSOA and BOA graduates in selected MTC and RTC in Metro Manila. The researcher used the system approach which consists of 3 frames – the input, which will go through the process of operation and emerge as the output.

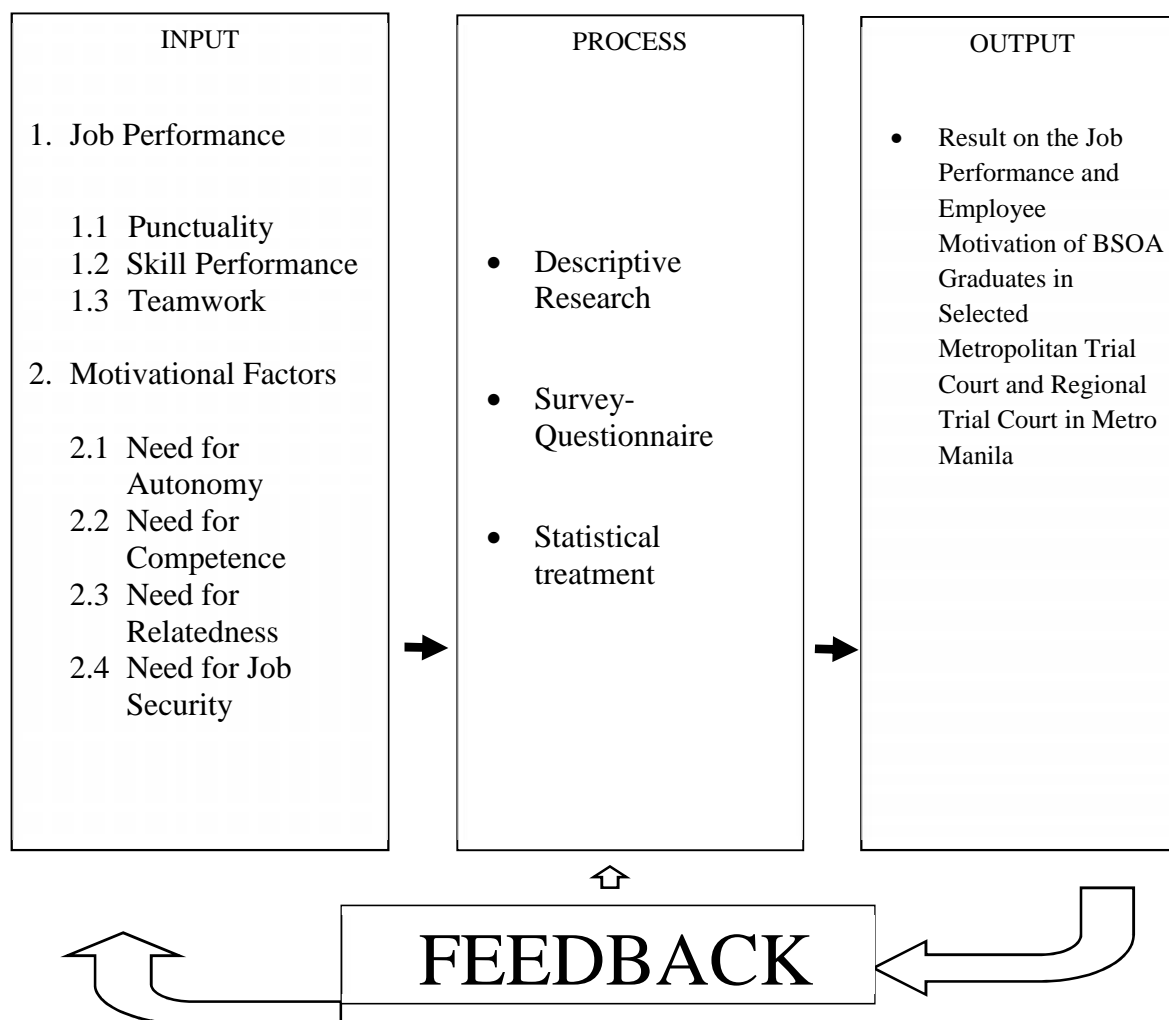


Figure 1 Paradigm of the Study

The Researchers used the IPO method to show the flow of process that was used in gathering data. As shown in the input, the variables were derived from theoretical framework in this study, it consists of the Job Performance, and Motivational Factors.

The next process contained the survey-questionnaire (Researcher made questionnaire) as a research instrument in gathering data, and also statistical treatment which was given by Statistician to calculate the result from the data gathered.

After gathering and calculating the data, the researchers' expected a result on the job performance and employee motivation of BSOA graduates in selected Metropolitan Trial Court and Regional Trial Court in Metro Manila as the outcome of the study.

Lastly, the arrows in between boxes showed how the process flows to arrive a desired result.

### **Methodology**

Quantitative Research Method was used in this study. Quantitative Research Method emphasizes objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques. Quantitative research focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon. The methodology applied to gain solution in the realization of the study. The study aims to measure the job performance and employee motivation of BSOA and BOA graduates in selected Metropolitan Trial Court and Regional Trial Court in Metro Manila.

### **Data Generation**

The researchers gathered data that is needed for the research entitled job performance and employee motivation of BSOA and BOA graduates in selected Metropolitan Trial Court and Regional Trial Court in Metro Manila. The target respondents are the employees of Metropolitan Trial Court and Regional Trial Court in Metro Manila. The researchers formulated survey-questionnaire which covers all the variables in the statement of the problem. The researchers personally visited the selected trial courts within Metro Manila to conduct the survey. Each respondent answered the given questions on the questionnaire at their convenient time and place at their office and it was collected by the researchers when they are done.

The questionnaires were retrieved on the same day of the visitation. Data gathering was classified, organized, and tabulated accordingly. The data gathering was done in a month.

The researchers tabulated the data from the answered questionnaires. Analysis and interpretation of data helped the researchers to formulate findings, conclusions, and recommendations.



The researchers also append a researcher-made survey-questionnaire to measure the job performance and employee motivation of the BSOA and BOA graduates which was distributed personally by the researchers who visited the selected courts. Wherein, as soon as the survey questionnaire duly accomplished by the respondent, it would be immediately collated for analysis and interpretation with the help of statistician to come up with the expected output.

The questionnaire was divided into three parts. The first part concentrated on the demographic profile of the respondents including age, gender, civil status, position, workplace, and length of service. The second part pertains to the measurement of the job performance of the respondents. The last part is about the measurement on the employee motivation of the respondents. The researchers used the Likert Scale which is a psychological measurement device that is used to gauge attitudes, values, and opinions. It functions by having a person complete a questionnaire that requires them to indicate the extent to which they agree or disagree with a series of statements.

## Results and Discussion

### Profile of the Respondents

**Table 1**  
**Frequency and Percentage Distribution of the Respondents**  
**According to Age, Sex, Civil Status, and Workplace**

Age	(f)	(%)	Sex	(f)	(%)	Civil Status	(f)	(%)	Workplace	(f)	(%)
18-24	34	24.6	Female	112	81.16	Single	78	56.52	RTC	80	57.97
25-31	28	20.3	Male	26	18.84	Married	55	39.86	MTC	58	42.03
32-38	28	20.3				Separated	3	2.17			
39-45	21	15.2				Widowed	2	1.45			
46-52	10	7.2									
53-59	12	8.7									
60-65	5	3.6									
Total	138	100	Total	138	100	Total	138	100	Total	138	100

Table 1 shows the frequency and percentage distribution of the respondents according to age. The table shows that 18-24 years old has the highest frequency of 34 or 24.6%, followed by ages 25-31 and 32-38 with the same frequency of 28 or 20.3%, then age 39-45 with a frequency of 21 or 15.2%, preceded by age 53-59 with a frequency of 12 or 8.7%, next is age 46-52 with a frequency of 10 or 7.2%, and the least number of respondents with a frequency of 5 or 3.6% is the age 60-65.

The frequency and percentage distribution according to sex, shows that female has the highest frequency of 112 or 81.6%, while the male respondents consist of 26 or 18.84%. This signifies that majority of respondents who answered the survey questionnaire were female.

The frequency and percentage distribution of the respondents according to civil status, it reveals that single has the highest frequency with a 78 or 56.52%, then married status with a frequency of 55 or



39.86%, followed by separated with a frequency of 3 or 2.17%, and widowed has the lowest frequency of 2 or 1.45%. It means that the majority of the respondents' civil status were single.

The frequency and percentage distribution of the respondents according to workplace. The table shows that the Regional Trial Court has the highest frequency of 80 or 57.971% while Metropolitan Trial Court has a frequency of 58 or 42.029%. It means that the majority of the respondents work at Regional Trial Court.

**Table 2**  
**Frequency and Percentage Distribution of the Respondents**  
**According to Length of Service, Job Title and Educational Attainment**

Length of Service	(f)	(%)	Job Title	(f)	(%)	Educational Attainment	(f)	(%)
1 month –5 years	64	46.38	Court stenographer	123	89.13	Doctoral degree	1	0.72
6 years -10 years	18	13.04	Legal researchers	3	2.17	Master's degree	5	3.62
11 years -15 years	23	16.67	Clerk	8	5.80	College degree	132	95.65
16 years -20 years	13	9.42	Sheriff	4	2.90			
21 years - above	20	14.49						
Total	138	100.00	Total	138	100.00	Total	138	100.00

Table 2 reveals the frequency and percentage of the respondents according to length of service. The table shows that 1 month to 5 years of length of service has the highest frequency with a 64 or 46.38%, followed by 11 years to 15 years of length of service with a frequency of 23 or 16.67%, then 21 years above of length of service with a frequency of 20 or 14.49%, preceded by 6 years to 10 years of length of service with a frequency of 18 or 13.04%, and 16 years to 20 years of length of service has the lowest frequency of 13 or 9.42%. It means that the majority of the respondents were fresh graduates or newly hired in the selected Metropolitan Trial Court and Regional Trial Court in Metro Manila.

The frequency and percentage distribution of the respondents according to job title. The table shows that Court Stenographer has the highest frequency of 123 or 89.13%, followed by Clerk with a frequency of 8 or 5.80%, then Sheriff with a frequency of 4 or 2.90%, and Legal Researchers has lowest frequency with 3 or 2.17%. It shows that the majority of the BOA and BSOA graduates work as a Court Stenographer.

The frequency and percentage distribution of the respondents according to educational attainment. The table shows that college degree holder has the highest frequency of 132 or 95.65%, followed by master's degree holder with a frequency of 5 or 3.62% and doctoral degree holder with a frequency of 1 or .72%. It means that the majority of respondents was college degree holder.

## **2. The assessment of the respondents on job performance in terms of punctuality, skill performance, and teamwork**

**Table 3**  
**Assessment of the Respondents on Job Performance in terms of Punctuality and Skill Performance**

<b>Punctuality</b>	<b>Weighted Mean</b>	<b>Verbal Interpretation</b>	<b>Skill Performance</b>	<b>Weighted Mean</b>	<b>Verbal Interpretation</b>
1. I regularly arrive late at the office.	1.51	Strongly Disagree	1. I know the rules in filing the documents.	3.70	Strongly Agree
2. I feel bad when I am late for work.	3.30	Strongly Agree	2. I am knowledgeable in using office machines (photocopying machine, printer, fax machine, etc.)	3.66	Strongly Agree
3. I always make sure to follow my time schedule.	3.54	Strongly Agree	3. I always make sure all legal documents (subpoena, decisions, orders, etc.) are grammatically correct.	3.62	Strongly Agree
4. I always come back on time after lunch.	3.52	Strongly Agree	4. I have the ability to analyze facts, arrive at alternative solution and provide acceptable recommendations.	3.41	Strongly Agree
5. I am frequently absent in the office.	1.56	Strongly Disagree	5. I am good at taking dictation using shorthand.	3.42	Strongly Agree
<b>Overall Weighted Mean</b>	<b>3.49</b>	<b>Strongly Agree</b>	<b>Overall Weighted Mean</b>	<b>3.56</b>	<b>Strongly Agree</b>

Table 3 presents the respondents assessment of job performance in terms of punctuality. The table shows that the respondents strongly disagreed that they were regularly arrived late at the office with a weighted mean of 3.51. The respondents strongly agreed that they feel bad when they are late for work with a weighted mean of 3.30. Always making sure to follow the time schedule practiced by the respondents with a weighted of 3.54 interpreted as “strongly agree”. Always come back on time after lunch always followed by a weighted mean of 3.52. The respondents strongly disagreed that they were frequently absent in the office. As observed there is an overall weighted mean of 3.49 which is verbally interpreted as “strongly agree”, the respondents claimed that they are punctual. It only indicates that, the more punctual the employees are, the more productive they become which results to a high job performance.

The result supports the idea of Dan Ketchum (2011) that “punctuality affects the individual just as much as it affects the workplace as a whole. Punctuality communicates a plethora of positives to your employer your peers. It shows that you are dedicated to the job, interested in the work, and capable of handling responsibility. When you arrive on time for work or work-related activities, it shows that you are capable of honoring your word. Being punctual helps employees project a sense of professionalism and commitment.” Ketchum also stated that “when employees are punctual, the workplace operates more smoothly as a whole. Punctuality may help you achieve advancement.”

The employees are highly affirmative that they follow their time schedule and they claimed that they are punctual and being punctual shows interest, professionalism, and commitment in work.

The respondents' assessment on job performance in terms of skill performance. The respondents strongly agreed that they know the rules in filing documents with a weighted mean of 3.70. The respondents strongly agreed that they were knowledgeable in using office machines with a weighted mean of 3.66. Always making sure that all documents are grammatically correct is always observed by the respondents with a weighted mean of 3.62 interpreted as "strongly agree". Having the ability to analyze facts, arrive at alternative solution and provide acceptable recommendations is agreed by the respondents with a weighted mean of 3.41. The respondents agreed that they were good at taking dictation using shorthand with a weighted mean of 3.42. As observed, there is an overall weighted mean is 3.56 which is verbally interpreted as "strongly agree", the respondents affirmed that they acquire the skills needed on their work. It reveals that the Office Administration graduates acquire the knowledge and skills of an employee in trial courts.

The result corroborate the statement of George N. Root III on his article *How the Skills of the Employees Affect their Performance to Work* that "employee development uses an employee's existing skill set and expands on it to help that employee perform his job more efficiently. Employee skill set creates an understanding of work duties and how to effectively perform daily job tasks. When an employee has an adequate skill set, she is better equipped to plan each day's activities so that she can reach her production roles. The comprehension of work duties are tied directly to the employees skill set. If the employee has the proper skills in place, then he is able to understand his job and what is expected on him. Employee production drops when there is a gap between what the employee needs to know and his existing skill set."

The employees in Metropolitan Trial Court and Regional Trial Court are working efficiently considering that they are applying their learned skills in their job. An employee that possesses the skills that fits the job can easily perform the job specification and it will be a great factor to be an effective employee.

**Table 4**  
**Assessment of the Respondents on Job Performance in terms of Teamwork**

Team Work	Weighted Mean	Verbal Interpretation
1. I always share my ideas/thoughts to my co-workers.	3.53	Strongly Agree
2. I am responsible for every decision I make.	3.62	Strongly Agree
3. I make sure that I communicate properly with my colleagues while working together on a project.	3.61	Strongly Agree
4. When there is a conflict between or among my co-workers, I consider the decision of the group.	3.43	Strongly Agree
5. I always do my assigned task to ease the workload of my team.	3.69	Strongly Agree
<b>Overall Weighted Mean</b>	<b>3.58</b>	<b>Strongly Agree</b>

Table 4 reveals the respondents' assessment of job performance in terms of teamwork. Always sharing their ideas/thoughts to their co-workers strongly agreed by the respondents with a weighted mean of 3.53. The respondents strongly agreed that they were responsible in any decision they made with a weighted mean of 3.62. Making sure that they were communicating properly with their colleagues while working together on a project strongly agreed by the respondents with a weighted mean of 3.61. The respondents agreed that when there is a conflict between among their co-workers, they consider the decision of the group with a weighted mean of 3.43. Always do their assigned task to ease the workload of the team is strongly agreed by 95 respondents with a weighted mean of 3.69. As observed, there is an overall weighted mean of 3.58 which is verbally interpreted as "Strongly Agree", the respondents asserted that they feel belong to their team and responsible enough to be part of it. It shows that there is a teamwork happened to their respective workplace.

The result supports the statement of Cohen and Bailey (1999) that "teamwork is an important factor for smooth functioning of an organization. Organizations which emphasize more on teams have results in increase employee performance, greater productivity and better problem solving."

Having a good communication to each other within the workplace is a good way for the employees to express their thoughts and ideas which leads to a high performance and reach their common goal. In addition, it will evade conflicts that may arise within the workplace.

3. Perception of the respondents about the importance of the following motivational factors: Need for Autonomy, Need for Competence, Need for Relatedness, and Need for Job Security

**Table 5**  
**Assessment of the Respondents on Motivational Factors in Terms of**  
**Need for Autonomy and Need for Competence**

Need For Autonomy	Weighted Mean	Verbal Interpretation	Need For Competence	Weighted Mean	Verbal Interpretation
1. My superior accepts mistakes I make in the process of trying new things.	3.36	Strongly Agree	1. The management included rank and file employees in team building, strategic planning and others.	3.31	Strongly Agree
2. I feel free to express my ideas and opinions on the job.	3.33	Strongly Agree	2. Supervisors/Managers seem willing to invest in the development of new team members.	3.30	Strongly Agree
3. The environment I am working is an enjoyable place to work.	3.48	Strongly Agree	3. My immediate supervisor is usually available for consultation regarding my works.	3.46	Strongly Agree
4. At work, I feel that I am not force to follow other people's	3.16	Agree	4. I receive coaching and training from my immediate	3.36	Strongly Agree

command.			supervisor.		
5. I am satisfied with the recognition I receive for my accomplishments.	3.30	Strongly Agree	5. My immediate superior gives me feedback that helps me improve my performance.	3.40	Strongly Agree
<b>Overall Weighted Mean</b>	<b>3.33</b>	<b>Strongly Agree</b>	<b>Overall Weighted Mean</b>	<b>3.36</b>	<b>Strongly Agree</b>

Table 5 showed the respondents' assessment of employee motivation in terms of need for autonomy. The respondents agreed that their superior accepts mistakes they made in the process of trying new things with a weighted mean of 3.36. Feeling free to express own ideas and opinion on the job agreed by the respondents with a weighted mean of 3.33. The respondents strongly agreed the environment they were working is an enjoyable place with a weighted mean of 3.48. At work, the feeling that they were not force to follow other people's command agreed by the respondents with a weighted mean of 3.16. The 88 respondents agreed that they were satisfied with the recognition they received for their accomplishments with a weighted mean of 3.30. As observed, there is an overall weighted mean of 3.33 which is verbally interpreted as "Strongly Agree", the respondents stated that they can act separately from others. It shows that the employee is satisfied to the workplace that they belong.

The result corroborate the statement of Heidi Grant Halvorson in her article "How to give Employees a Sense of Autonomy (When You Are Really Calling The Shots) Self-chosen goals create special kind of motivation called "Intrinsic Motivation". The desire to do something for its own sake. When people are intrinsically motivated, they enjoy what they are doing more, and find it more interesting. They feel more creative, and process information more deeply. They persist more in the face of difficulty. They perform better. It turns out that it isn't so much actual freedom of choice that matters when it comes to creating intrinsic motivation, but the feeling of choice. Choice provide a sense of self-determination, even when choice is trivial or illusory.

In relation to Heidi's statement in her article, employees have their own way to motivate themselves. The employees set their own standards on how to personally motivate themselves.

The respondents' assessment of employee motivation in terms of need for competence. The respondents agreed that the management included rank and files employees in team building, strategic planning and others with a weighted mean of 3.31. The supervisors/managers seem willing to invest in the development of new team members that agreed by 82 respondents with a weighted mean of 3.30. The respondents agreed that their immediate supervisor is usually available for consultation regarding their works with a weighted mean of 3.46. They received coaching and training from their immediate supervisor that agreed by the respondents with a 3.36 weighted mean. The respondents agreed their immediate superior gives them feedback that helps them improve their performance with a weighted mean of 3.40. As observed, there is an overall weighted mean of 3.36 which is verbally interpreted as "Strongly Agree", the respondents asserted that they can do something well in their work. It shows that their work is being recognize by their superior.

The result agrees that “competence is therefore one of the three motivational needs of a person and it is defined as the desire to master the environment and its outcome or to deal effectively with it (Deci and Ryan, 2002; Ryan et al., 2009). Competences refers to capabilities of applying or using knowledge, skills, abilities, behaviors, and personal characteristics to successfully perform critical work tasks, specific functions, or operate in a given role or position and it also involves personal characteristics like mental or intellectual-cognitive, social/emotional or attitudinal, and physical or psychomotor attributes necessary to perform the job (Ennis, 2008). Elliot and Dweck (2005); Ryan, et al., (2009) add that competency in and employee is being able to successfully meet an optimum challenge and this feeling of competency increases intrinsic motivation in that for an employee to feel motivated, they must first perceived themselves as competent and autonomous.”

In connection to the statement of Deci and Ryan, giving employees a challenging work that can help them earn new knowledge will motivate them to be determined in performing their job. Acquiring new learnings, knowledge, skills through trainings and seminars will help employee to be motivated and feel confident doing their job.

**Table 6**  
**Assessment of the Respondents on Motivational Factors in Terms of**  
**Need for Relatedness**

Need For Relatedness	Weighted Mean	Verbal Interpretation	Need For Job Security	Weighted Mean	Verbal Interpretation
1. At work, I feel part of a group.	3.62	Strongly Agree	1. I am satisfied with the recognition I receive for accomplishing my tasks, duties and responsibilities.	3.38	Strongly Agree
2. At work, I can talk with people about things that matter to me.	3.48	Strongly Agree	2. I receive compliments and appreciation in my work performance.	3.35	Strongly Agree
3. My immediate superior remember something personal about me such as birthdays.	3.38	Strongly Agree	3. I am satisfied with the remuneration and benefits provided by the institution.	3.21	Agree
4. The management included rank and file employees in teambuilding, strategic planning and others.	3.36	Strongly Agree	4. I am aware of the promotions, demotions and turnovers in the institution.	3.36	Strongly Agree
5. My immediate supervisor is usually available for consultation.	3.46	Strongly Agree	5. The institution where I belong submits to R.A. 6656 that protects the security of tenure of Civil Service officers and employees.	3.44	Strongly Agree
<b>Overall Weighted Mean</b>	<b>3.46</b>	<b>Strongly Agree</b>	<b>Overall Weighted Mean</b>	<b>3.35</b>	<b>Strongly Agree</b>



Table 6 shows the respondents' assessment of employee motivation in terms of need for relatedness. The respondents strongly agreed that at work, they feel part of a group with a weighted mean of 3.62. At work, talking to people about things that matter to them that agreed by the respondents with 3.48 weighted mean. The respondents agreed that their immediate superior remember something personal about them such as birthdays with a weighted mean of 3.38. The management included rank and file employees in teambuilding, strategic planning and others that agreed by 83 respondents with 3.36 weighted mean. The respondents agreed that their immediate supervisor is usually available for consultation with a weighted mean of 3.46. As observed, there is an overall weighted mean of 3.46 which is verbally interpreted as "Strongly Agree", the respondents explicit that they are belong to the group in their workplace and being recognized that they are part of it. The result shows that at work, they feel part of the group and employees can talk with people about things that matters to them.

The result supports the idea of Maslow's Hierarchy of Needs theory, "belongingness includes the need in social interaction, affection or love, and friendship inside the organization or the firm. Organizational condition that this need to meet are having the opportunity to interact with other employees, building friendship and teamwork inside the firm, and having a supportive boss."

In relation to the theory of Maslow, sense of belongingness makes the employee feel valued and part of the group that will serve as a motivation for them to carry out their tasks well.

The respondents' assessment of employee motivation in terms of need for job security. The respondents agreed that they are satisfied with the recognition they receive for accomplishing their tasks, duties and responsibilities with a weighted mean of 3.38. They received compliments and appreciation in their work performance that agreed by the respondents with 3.35 weighted mean. The respondents agreed that they are satisfied with the remuneration and benefits provided by the institution with a weighted mean of 3.21. They were aware of promotions, demotions and turnovers in the institution that agreed by the respondents with 3.44 weighted mean. The respondents agreed that the institution where they belong submits to R.A. 6656 that protects the security of tenure of Civil Service officers and employees with a weighted mean of 3.44. As observed, there is an overall weighted mean of 3.35 which is verbally interpreted as "Strongly Agree", the respondents asserted that they know the R.A. 6656 and satisfied with the benefits that they receive in their work. The result shows that the employee is aware of the promotions, demotions and turnovers in their respective courts or office that they were assigned.

The result coincide the statement of Betsy Gallup on her article *Job security as a motivational Factor* that "employees are apt to work harder and smarter to secure one of the remaining positions during downsizing attempts, and you will be left with a staff capable of helping your company finds success. One way to use the job security motivator in a company's favor is to offer retention bonuses to valued employees as a thank you for services rendered. The bonuses will reassure employees that they are appreciated and have a future with the company. Job security is the goal of many employees,



realistically most employees will change jobs several times over the course of a career, and some of the changes will not be their ideas.”

As what Betsy Gallup stated, “job security is the goal of many employees”, no matter how difficult the job is if the employees are receiving benefits and a fair compensation, it will motivate them to continue their job.

### Summary of Findings

1. In terms of Job Performance: punctuality (weighted mean = 3.49) is interpreted “Strongly Agree” which means that the respondents always come on time; Skill performance (weighted mean = 3.56) is also interpreted “Strongly Agree” indicative that the respondents understand the work duties in the court and they are equipped to plan their daily activities; Teamwork (weighted mean = 3.58) have the same interpretation “Strongly Agree” having the highest mean shows that employees in MTC and RTC emphasizes more on team works and they always share their ideas.
2. In the aspect of Employee Motivation: Autonomy (weighted mean = 3.) was interpreted “Strongly Agree” which means that the employees can work freely without receiving orders from others. They are also motivated to work and can be more creative and process information deeply; Need for competence (weighted mean = 3.36) is verbally interpreted “Strongly Agree” that shows the employees has an ability to do well in the office and they’re being recognized by their superior in every job that they do; Need for relatedness (weighted mean = 3.46) had an interpretation “Strongly Agree” which means that the graduates of BSOA and BOA can easily relate, interact and express their thoughts and opinions among other co-worker; Lastly, the need for job security (weighted mean = 3.35) which is verbally interpreted “Strongly Agree”. It indicates that employees felt that they are appreciated and they have a future in the trial courts. Furthermore, they feel secure because they are receiving the proper benefits and compensation that the government employees have.
3. There is no significant difference on job performance and employees motivation between the employees in selected Metropolitan Trial Court and Regional Trial Court in Metro Manila.

### Conclusions

1. Since that all the aspects of Job Performance was rated with an interpretation of Strongly Agree. It, therefore, exhibiting that the employees in MTC and RTC are performing well and dependable with one another.
2. The respondents assessment on Employee Motivation obtained a verbal interpretation of Strongly Agree, indicative that there are highly motivated.
3. Result showed that here is no significant differences in the job performance and employee motivation between the employees of Metropolitan Trial Court and Regional Trial Court. Therefore, the hypothesis was accepted.

### Recommendations

Based on the conclusions, the researchers recommend the following:

1. Continuous trainings, seminar, and workshop should be given to the court employees in order to maintain and improve Job Performance of MTC and RTC employees.
2. The Institution should continually provide just compensation and add more benefits if possible to fulfill the needs of the employees to keep them motivated in doing their job as well.
3. It is recommended that the institution should maintain or improve what they are doing to keep the employees perform well and be motivated, since it showed that there is no significant difference between job performance and Employees motivation.
4. To the future researchers, Comparative analysis can be done or to conduct follow-up study in order to validate the result of the study.

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