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EMPLOYEES' MORALE AND PRODUCTIVITY: IT'S MULTI VARIATE ANALYSIS

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ABSTRACT

This descriptive-correlational study was purposely conducted to determine the level of employees' morale of the Aklan State University Main Campus for the school year 2015. The data revealed that most of the respondents were females with age bracket ranging from 20 to 60 years old. As a whole, the level of employees' morale is high. The data further revealed that the indicators on Belonging, Recognition and Rewards, Involving, Advancement/Opportunities, Compensation, Training, Company Policies and Guidelines, Company Values, and Work Flexibility, have moderate level of morale. Furthermore, the indicators on Open Communication, Enthusiasm, Motivation, Commitment, Loyalty, Trust, Appreciation, Empowerment, Teamwork, and Supervisor Consultation, have high level of morale. On the other hand, the highest level of morale was noted on the indicator commitment and the lowest on the indicator training.

Keywords: commitment, employees' morale, productivity, multi-variate analysis

1. INTRODUCTION

Employee morale is the relationship of employees with the organization. This encompasses all levels of employee satisfaction and is reflective in the kind of work employees produce. High employee morale connotes employee satisfaction and high motivation to boost organizational performance and productivity. On the contrary, low employee morale typically results in lower productivity that translates into organizational failure.

The relationship between employee morale and organizational performance is straightforward. When employees are satisfied with their jobs, they are motivated to work harder and contribute the best of their abilities toward the achievement of organizational goals. They feel appreciated, important and significant members of the organizational chain and as such they are ready to maintain a positive attitude with their colleagues, clients and anyone they come in contact with. By putting their best face forward, not only they are more attractive, but they are also able to complete their tasks more efficiently.

On the other hand, low employee morale has a negative impact on organizational performance. When employees are dissatisfied with their job they create a discouraging environment where other organizational members cannot function. They cannot share knowledge or ideas and they are afraid of being ridiculed or unaccepted. Low



employee morale is generally a strong indication of job dissatisfaction and it often results in organizational failure as employees cannot resolve important issues, but most importantly are not interested in asking for their manager's support.

Research has shown that organizations that appreciate high employee morale as a driving factor of organizational success are indeed successful with high profitability and outstanding performance.

In conclusion, human capital is the most significant asset of any organization. Employees need to feel significant in order to be able to contribute their valuable knowledge and skills toward the achievement of organizational goals. Otherwise, if organizations simply focus on generating new business and neglect their human capital, sooner or later, employee morale will decline and organizational performance will show signs of breakdown.

2. THEORETICAL FRAMEWORK

In this study, the **Self-determination theory (SDT)** will be used. The Self-Determination is a macro theory of human motivation and personality, concerning people's inherent growth tendencies and their innate psychological needs. It is concerned with the [motivation](#) behind the [choices that people make without any external influence and interference](#). SDT focuses on the degree to which an individual's behavior is self-motivated and self-determined.

Key studies that led to emergence of SDT included research on intrinsic motivation. Intrinsic motivation refers to initiating an activity for its own sake because it is interesting and satisfying in itself, as opposed to doing an activity to obtain an external goal (extrinsic motivation). Different types of motivations have been described based on the degree they have been [internalized](#). Internalization refers to the active attempt to transform an extrinsic motive into personally endorsed values and thus assimilate behavioral regulations that were originally external.

3. STATEMENT OF THE PROBLEM

This study was conducted to find out the level of morale among employees' of the Aklan State University, Main Campus. Specifically, the study endeavors to answer the following questions?

1. What is the demographic profile of employees in terms of age, and gender?
2. What is the level of employees' morale in terms of: Belonging, Open Communication, Recognition & Rewards, Involving, Enthusiasm, Opportunities, Advancement, Motivation, Commitment, Loyalty, Trust, Appreciation, Empowerment, Team work, Compensation, Training, Supervisor Consultation, Company Policies & Guidelines, Company Values and Work Flexibility?
3. Is there a relationship between employees' morale and such factors such as age, and gender?

4. CONCEPTUAL FRAMEWORK

The concept behind this study is that man has a variety of needs that must be satisfied. It ranges from survival, social and up to aesthetic needs. For him to meet all these needs and be satisfied, he struggles and works hard for the attainment of all his identified necessities.

The independent variables considered in this study are the employees' demographic profile such as Gender, Age and Highest Educational Qualifications. Also considered as independent variables will be Employees' Morale



classified into: Belonging, Open Communication, Recognition & Rewards, Involving, Enthusiasm, Opportunities, Advancement, Motivation, Commitment, Loyalty, Trust, Appreciation, Empowerment, Team work, Compensation, Training, Supervisor Consultation, Company Policies & Guidelines, Company Values, and Work Flexibility.

On the other hand, the dependent variable focuses on the level of employees’ morale. These dependencies are shown in the Conceptual Frame work (Figure 1).

Conceptual Frame work

Independent Variables

Dependent Variables

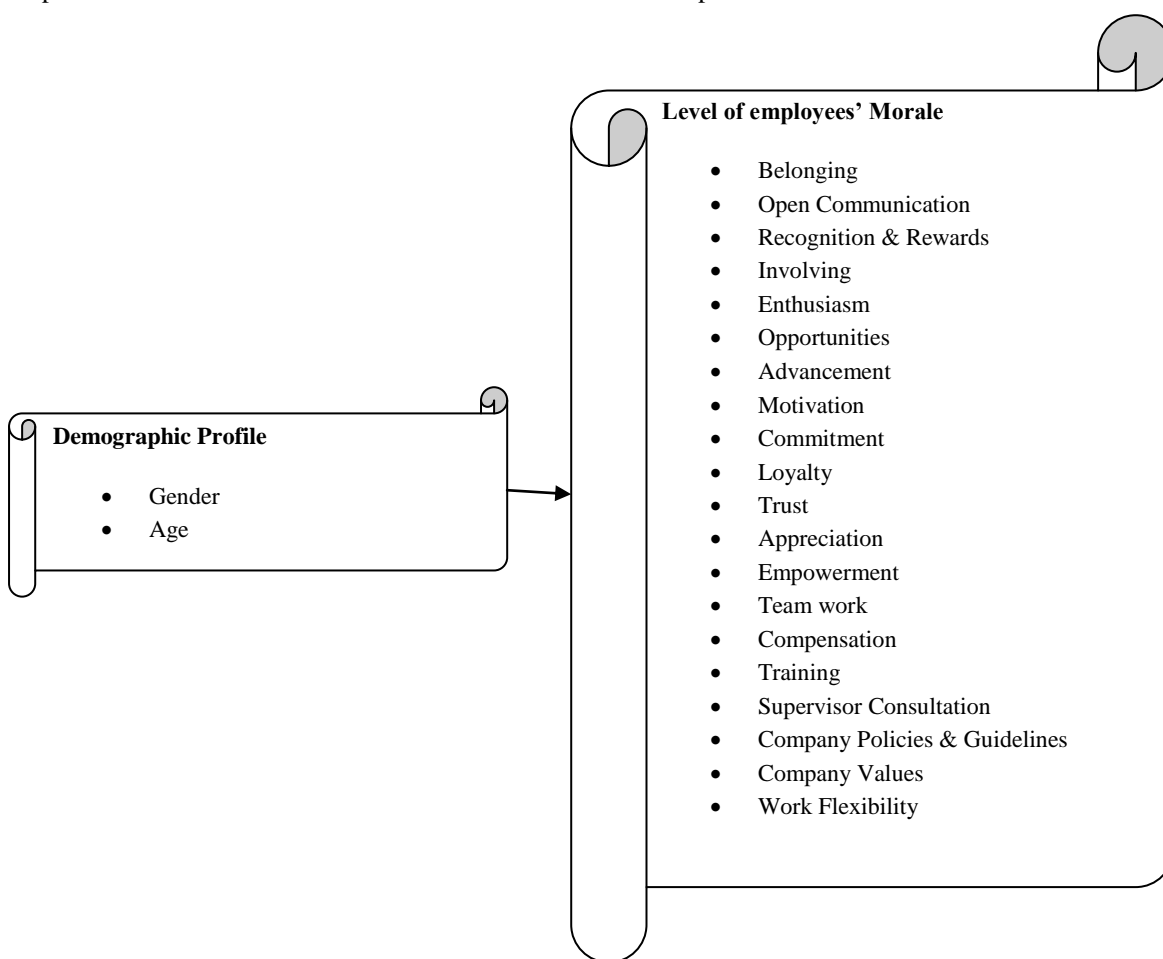


Figure 1. Paradigmatic Illustration of the Model/Frame work

5. SIGNIFICANCE OF THE STUDY

A. ASU Policy Makers

Improving the performance of workers has gained attention in both private and public sector. Attention also needs to be placed in the effort of motivating workers. Efforts need to be made to ensure that reasons preventing optimal performance are identified. The research study will help inform ASU management about the motivational problems and develop strategies to minimize the problems. The research will also help the managers and the workers, to realize their



obligations and responsibility towards, the good performance of the organization. The research will also inform the policy makers to find ways to curb the present undesirable situation and to understand pertinent motivational issues in regards to the organization. The research will in totality help to revive the organization to a good functional state and somehow guarantee its effective and smooth existence.

B. Synthesis

An employee without a clear understanding of the goals or without a sense of how their work fits into the overall goal of the unit, department or section, can easily waste time on tasks that aren't consistent with the organizations objectives. The result is squandered time and resources, plus a reprimanded employee who doesn't understand why the boss disapproves of their efforts.

Once the supervisor can sit with the employee and explain in clear, action-oriented terms what the task at hand is about, the employee will feel better and perform more effectively. If given a chance to moderate, modify or discuss the goals and reach a mutually acceptable conclusion, the employee's performance will usually skyrocket. Morale will definitely improve as a result.

6. METHODOLOGY

This chapter describes the research design, participants involved in the study, the data gathering tool and procedures used, and the interpretation of the information gathered.

A. The Research Design

The Descriptive Method of Research specifically the normative survey was used in this investigation. Descriptive research is used to describe characteristics of a [population](#) or phenomenon being studied. It does not answer questions about how/when/why the characteristics occurred. Rather it addresses the "what" question (What are the characteristics of the population or situation being studied?) The characteristics used to describe the situation or populations are usually some kind of categorical scheme also known as descriptive categories.

B. Participants of the Study

The participants of this study were the regular permanent employees of the Aklan State University.

C. Data Gathering Tool

The data gathering tool was the questionnaires.

D. Data Gathering Procedures

Permission to conduct the study was secured from the Office of the President before the conduct of the study. After the permission was granted, the researcher personally distributes the survey questionnaires to each employee. This was done by actually going to the location where the employees' worked and either administering the questionnaires in a conference room.

E. Data Analysis

The data collected were process using the Statistical package for Social Sciences (SPSS). To analyze and interpret the result, frequency, percentages, and weighted mean based on the principles of rounding-off numbers was made as basis for interpreting the weighted means.



F. Ethical Considerations

Ethical considerations of this study were effectively addressed. The participants was be informing of aims and objectives of the study before the primary data collection process. No participant was coerced to take part in this study. The researcher obtained the consent of participants prior to their involvement in this study.

7. PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This section presents, analyzes and interprets the data gathered following the sequence of the statement of the problem.

A. Demographic Profile of the Employees

Gender. Of the 33 respondents 11 or 33.3 % are male while 22 or 66.7% are female.

Age. Out of 33 respondents 8 or 24.2% have age ranging from 20-31 years old, 11 or 33.3% have age of 31-40 years old, 12 or 36.4% have age of 41-50 years old, and 2 or 6.1% have age of 51-60 years old.

Table 1. The Demographic Profile of Employees in Terms of Gender and Age

Profile	n (n = 33)	%	Level of Morale	Interpretation
Gender				
Male	11	33.3	3.51	High
Female	22	66.7	3.56	High
Age				
20-30 years Old	8	24.2	3.68	High
31-40 years old	11	33.3	3.77	High
41-50 years old	12	36.4	3.41	Moderate
51-60 years old	2	6.1	2.63	Moderate

B. Level of Employees Morale

As an entire group, the employees’ level of morale is High as shown by the mean of 3.55. In terms of its indicators, the indicators on Belonging (3.48), Recognition and Rewards (3.35), Involving (3.11), Advancement/Opportunities (3.11), Compensation (3.37), Training (2.79), Company Policies and Guidelines (3.11), Company Values (2.27), and Work Flexibility (3.48) had Moderate level of Morale. The indicators on Open Communication (3.53), Enthusiasm (3.77), Motivation (3.58), Commitment (3.85), Loyalty (3.77), Trust (3.53),



Appreciation (3.64), Empowerment (3.64), Teamwork (3.68), and Supervisor Consultation (3.71) had High level of Morale.

The highest mean was recorded on the indicator Commitment with a mean of 3.85 while the indicator on training got the lowest mean of 2.79.

Table 2. The Level of Employees Morale

Indicators	Level of Morale					Mean	Description
	L	VL	M	H	VH		
Belonging	1	4	14	7	7	3.48	Moderate
Open Communication	1	5	8	13	6	3.53	High
Recognition and Rewards	1	5	9	12	6	3.35	Moderate
Involving	1	4	17	6	5	3.11	Moderate
Enthusiasm	1	4	6	12	10	3.77	High
Advancement/Opportunities	2	6	9	11	5	3.11	Moderate
Motivation	1	5	3	18	6	3.58	High
Commitment	1	4	3	13	12	3.85	High
Loyalty	1	3	5	15	9	3.77	High
Trust	2	3	8	13	7	3.53	High
Appreciation	2	4	6	9	12	3.64	High
Empowerment	2	4	4	13	10	3.64	High
Teamwork	1	7	3	9	13	3.68	High
Compensation	1	6	6	18	2	3.37	Moderate
Training	4	9	8	10	2	2.79	Moderate
Supervisor Consultation	1	4	7	10	11	3.71	High
Company Policies and Guidelines	3	8	6	10	6	3.11	Moderate
Company values	2	8	7	9	7	3.27	Moderate
Work Flexibility	2	4	5	18	3	3.48	Moderate
As Entire Group	1	4	4	20	4	3.55	High



C. Relationship between Employees' Morale and Gender

As shown in Table 3, gender has a Low level of correlation with the employees' level of morale as shown by the phi-value of 0.270 and this correlation is not significant as revealed by the p-value of 0.663 which is greater than the 5% level. Moreover, all the indicators on employees' morale are not significantly related to their gender.

Table 3. The Relationship between Employees' Morale and Gender

Indicators	Phi Value	Interpretation of Relationship	P-Value	Interpretation
Belonging	0.487	Moderately High	0.553	ns
Open Communication	0.561	Moderately High	0.168	ns
Recognition and Rewards	0.552	Moderately High	0.262	ns
Involving	0.411	Moderately High	0.592	ns
Enthusiasm	0.426	Moderately High	0.647	ns
Advancement/Opportunities	0.483	Moderately High	0.465	ns
Motivation	0.424	Moderately High	0.547	ns
Commitment	0.524	Moderately High	0.247	ns
Loyalty	0.380	Low	0.688	ns
Trust	0.388	Low	0.663	ns
Appreciation	0.475	Moderately High	0.490	ns
Empowerment	0.481	Moderately High	0.366	ns
Teamwork	0.532	Moderately High	0.314	ns
Compensation	0.351	Low	0.852	ns
Training	0.238	Low	0.931	ns
Supervisor Consultation	0.306	Low	0.798	ns
Company Policies and Guidelines	0.327	Low	0.897	ns
Company values	0.410	Moderately High	0.595	ns
Work Flexibility	0.302	Low	0.885	ns
As Entire Group	0.270	Low	0.663	ns

ns – not significant at 5% level



D. Relationship between Employees' Morale and Age

As shown in Table 4, age has an Inverse Low correlation with the employees' level of morale as shown by the rho value of -0.242 and this correlation is not significant as revealed by the p-value of 0.175 which is greater than the 5% level. However, the indicators on Belonging (p-value = 0.030) and Open Communication (p-value = 0.017) are inversely related to age.

Table 4. The Relationship between Employees' Morale and Age

Indicators	rho Value	Interpretation of Relationship	P-Value	Interpretation
Belonging	-0.378	Low	0.030	S
Open Communication	-0.412	Moderately High	0.017	S
Recognition and Rewards	-0.147	Negligible	0.414	Ns
Involving	-0.131	Negligible	0.467	Ns
Enthusiasm	-0.042	Negligible	0.816	Ns
Advancement/Opportunities	-0.076	Negligible	0.676	Ns
Motivation	-0.202	Negligible	0.260	Ns
Commitment	-0.119	Negligible	0.508	Ns
Loyalty	-0.142	Negligible	0.429	Ns
Trust	-0.169	Negligible	0.348	Ns
Appreciation	-0.224	Low	0.210	Ns
Empowerment	-0.188	Negligible	0.294	Ns
Teamwork	-0.256	Low	0.150	Ns
Compensation	-0.070	Negligible	0.700	Ns
Training	0.022	Negligible	0.902	Ns
Supervisor Consultation	-0.173	Negligible	0.337	Ns
Company Policies and Guidelines	-0.230	Low	0.197	Ns
Company values	-0.162	Negligible	0.366	Ns
Work Flexibility	-0.033	Negligible	0.855	Ns
As Entire Group	-0.242	Low	0.175	Ns



S - significant at 5% level

ns – not significant at 5% level

8. SUMMARY CONCLUSIONS AND RECOMMENDATION

A. Summary

➤ Demographic Profile of the Employees

Most of the respondents were male with age bracket ranging from 20 to 60 years of age.

➤ Level of Employees Morale

As a whole, the level of employees' is high as shown by the mean of 3.55.

In terms of its indicators, the indicators on Belonging, Recognition and Rewards, Involving, Advancement/Opportunities, Compensation, Training, Company Policies and Guidelines, Company Values, and Work Flexibility, had Moderate level of Morale.

The indicators on Open Communication, Enthusiasm, Motivation, Commitment, Loyalty, Trust, Appreciation, Empowerment, Teamwork, and Supervisor Consultation, had High level of Morale.

The highest mean was recorded on the indicator Commitment with a mean of 3.85 while the indicator on training got the lowest mean of 2.79.

B. Conclusions:

Developing well-motivated employees leads to more satisfied clients and higher performance output; this in turn leads to greater employee motivation and creates a virtuous circle. Highly motivated employees are likely to be willing to go the extra mile with clients, and to reward their employers with loyalty, high levels of productivity, and greater innovation.

By addressing both employee satisfaction and morale, it is expected that ultimately employees will feel valued and respected and have pride in their employers. Currently, it appears that the organization is better at achieving employee satisfaction and less successful at ensuring high employee morale.

C. Recommendations:

1. The University must recognize and rewards employees' with outstanding accomplishments.
2. Up-grade the training capability of the personnel's.
3. Establish in the organization good rapport between and among employees and employers.

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