

**MOTIVATIONAL NEEDS OF WATCHMEN AND GENERAL UTILITY MEN
AT CAUAYAN CITY NATIONAL HIGH SCHOOL – MAIN**

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ABSTRACT

The descriptive study aimed to determine the motivational needs of watchmen and general utility workers at Cauayan City National High School, Main Campus. The study covered twenty-four (24) employees who comprise the population of watchmen and general utility workers. The questionnaire was used to obtain the profile of the participants and their motivation needs. Results reveal that the participants consider compensation, working environment, and need satisfaction to a descriptive degree, “much needed.” Participants consider physiological and social needs as “very much” needed while security, self-esteem, and self-actualization as “much” needed. Age contributes to the participants’ variation of needs along physiological and social and self-actualization needs. Females and males vary in their social needs. Variations on physiological and social needs are attributed to their educational background. Years of service is an influential factor that contributes to the variation on participants’ safety and security, social, self-esteem, and self-actualization needs.

Keywords: *motivational needs, hierarchy of needs, needs satisfaction, work motivation*

INTRODUCTION

Every individual has a distinct culture, perception, personality, and motives that they bring to the workplace. Understanding an individual's performance, efficiency, and effectiveness entails knowledge of their perceptions and motivations which are observed in their behavior.

The history of modern motivation traces its root from the Principle of Hedonism which states that people are motivated to consciously seek pleasure and avoid pain. When an individual decides to join an organization, they always consider all the costs of higher performance such as time, efforts, skills, acquisition of knowledge, and mental energy that can be useful to innovation and problem solving (Lee & Ahn, 2007; Kay, 2000). Then they compare those costs with all the possible rewards, both economic like pay, benefits, and holidays, and non-economic like esteem and status (Yahya & Goh, 2002; Aletratis, 2010).

Motivation is the willingness to exert a high level of effort toward organizational goals (Joharis, 2016). Thus, it is conditioned by the satisfaction of individual needs (Thierry, & Koopman-Iwema, 1984). The motivation process begins with unsatisfied needs, which creates tension and drives an individual to search for goals that if attained will satisfy the needs and reduce the tension (Ramlall, 2004). This means that the willingness of a person to exert either a high or low level of effort is influenced by the level of satisfaction of their individual needs. Once their lower-level needs are satisfied, their higher-level needs will motivate them to work harder.

Motivating employees is one of the most challenging tasks that managers do. Effective managers tailor their motivating practices to satisfy the needs and wants of their employees for them to exert maximum effort for the betterment of their job. One effective way to motivate subordinates to work is by using a Work Performance Approach. Many employees strive for higher performance by being offered commensurate financial inducements (Muogbo, 2013). This approach emphasizes that rewards are based on an individual's productivity. The Classical Theory of Frederick W. Taylor asserts that people are motivated

if their reward is tied directly to performance. This theory assumes that man is intended to choose the most profitable course and that money is the best motivation. This approach can be actualized using pay, spot, reward, skilled-based pay, recognition rewards, empowering employees, and goal setting. Employees do always expect rewards after they do a good job, the focus of the employees' attention is on the connection between performance and rewards (Giblin & Galli, 2017).

The second motivating factor is the use of spot rewards wherein a financial award is given to an employee as soon as a laudable performance is observed. This motivates an employee to work harder and better whether the management sees him or not (Victor & Hoole, 2017).

Another useful method in motivating employees is by using skill-based pay. This is determined by the level of job responsibilities of an employee. Their skills applying to their work and how these skills will be helpful in the company (Gerhart & Bretz, 1994). Using recognition for the employee's good work can also motivate them in increasing their performance (Dobre, 2013). When an employee is being appreciated and recognized for their contributions, it will reflect a great impact on their performance. It will increase their self-confidence and may even satisfy their desires for higher-level needs (Njanja et al., 2013).

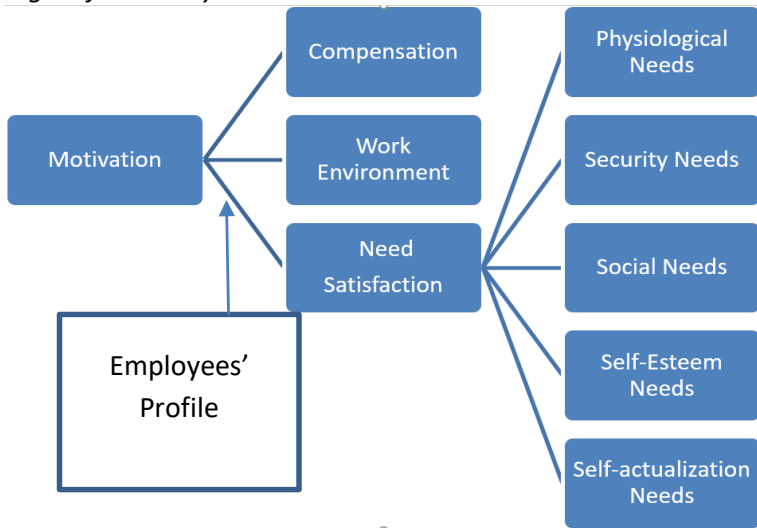
Giving authority and enabling employees to do their jobs with greater autonomy will also motivate them to do a good job. It will increase their self-efficacy and enable them to use more fully their potentials (Sterling & Boxall, 2013). Setting challenging, attainable, and realistic goals with employees is one way of motivating them. When goals are clearly defined to them, they can perform better (Siegert & Taylor, 2004). Another way of motivating employees is using an environmental approach. This approach stresses that workers will perform best in a comfortable environment. Thus, this approach focuses on the promotion of friendliness and personal considerations to the workers (Chandrasekar, 2011; Woo & Postolache, 2008).

The Cauayan City National High School-Main campus is categorized as a “large” school based on the total population of students, teachers, staff, and maintenance personnel. To date, there are 24 maintenance personnel currently employed in the school serving as watchmen and general utility workers. Some of these personnel are new and few of them have been working for more than five years. The researcher, based on his experience working in the school, observed that some of the maintenance personnel do not stay long while some have served the school for long years. In this context, the research aimed to determine the factors that motivate them to stay at work.

Conceptual Framework

This framework below shows the variables under investigation and how these variables were handled.

Figure 1
Paradigm of the Study



As shown in the figure, the study investigated the work motivations of the participants with regards to compensation, work environment, and needs satisfaction. These factors were elicited from the literature

reviews on work motivations. Particularly on needs satisfaction, the study aimed to assess the satisfaction of the needs of employees in terms of their physiological, security, social, self-esteem, and self-actualization.

The paradigm further shows that the study considered the influence of the employees' profile on the employees' work motivation.

Statement of the Problem

The study aimed to determine the motivational needs of watchmen and general utility workers at Cauayan City National High School, main campus.

More specifically, the study sought answers to the following questions:

1. What is the profile of the participants in terms of:
 - 1.1. age;
 - 1.2. gender;
 - 1.3. educational attainment;
 - 1.4. civil status;
 - 1.5. monthly income; and
 - 1.6. years of service?
2. What are the different motivational needs of watchmen and utility workers of Cauayan City National High School, main campus in terms of the following:
 - 2.1. Compensation
 - 2.2. Working environment
 - 2.3. Need Satisfaction
 - 2.3.1. Psychological needs
 - 2.3.2. Safety and security needs
 - 2.3.3. Social needs
 - 2.3.4. Self-esteem needs
 - 2.3.5. Self-actualization needs
3. Is there a significant difference in the motivation needs of employees when they are grouped according to profile variables?

Hypothesis

This study tested the given hypothesis at 0.05 level of significance.

There is no significant difference in the motivational needs of employees when grouped according to profile variables.

Scope and Limitation

This study was conducted in Cauayan City National High School, main campus, and has covered 24 employees who are watchmen and general utility workers. The main variable in the study is the motivational needs of the participants on aspects such as compensation, working environment, and need satisfaction. The needs satisfaction was further assessed based on the five different levels of need satisfaction such as physiological, safety and security, social, self-esteem, and self-actualization needs. Influential factors such as the employees' profiles were also considered in the investigation.

METHODOLOGY

Research Design

The study utilized the quantitative approach particularly employing the descriptive survey research design. This design is apt for characterizing the participants in terms of their motivational needs.

Participants of the Study

The study covered twenty-four (24) employees of Cauayan City National High School, Main Campus, which comprise the population of watchmen and general utility workers.

Instrumentation

The questionnaire was used to obtain the profile of the participants and their motivational needs. Indicators for the motivational needs were identified and were subjected to validation and reliability testing to ensure the accuracy of the results.

Data Gathering Procedure

The following were the steps that were undertaken by the researcher in obtain the data:

1. sought permission from the school head for the conduct of the study;
2. secured the consent of the participants;
3. administered the questionnaires to the target participants;
4. retrieved the questionnaires and tabulated the responses; and
5. subjected the tabulated data to appropriate statistical tools.

Data Analysis

The obtained data were subjected to the following statistical tools:

Frequency and Percentage. These were used to interpret the profile of the participants.

Weighted Mean. This was used to determine the motivational level of the employees regarding compensation, working environment, and needs satisfaction.

T-test of Independent Samples. This was used to test for significant difference in the participants' motivational needs when grouped according to gender and civil status.

Analysis of Variance (ANOVA). This was used to determine the significant difference in the participants' motivational needs when grouped according to age, highest educational attainment and years of service.

The obtained means were further interpreted based on the given scale:

Score Range	Descriptive Interpretation
4.20-5.00	Very Much Needed
3.40-4.19	Much Needed
2.60-3.39	Moderately Needed
1.80-2.59	Less Needed
1.00-1.79	Not a need

T-test for independent samples and Analysis of Variance. This was used to test whether there is a significant difference in the motivational needs of employees when they are grouped according to profile variables.

RESULTS AND DISCUSSION

I. Profile of the Participants

Table 1

Frequency and Percentage Distribution of the Participants When Grouped According to Profile Variables

	Variables	Frequency	Percentage
Age	18-19	1	4.17
	20-22	4	16.67
	23-25	2	8.33
	26-28	3	12.50
	29-31	1	4.17
	32-35	5	20.83
	36 and above	8	33.33
Gender	Male	20	83.33
	Female	4	16.67
Highest Educational Attainment	High School Level	1	4.17
	College Level	6	25.00
	College Graduate	17	70.83

Civil Status	Single	8	33.33
	Married	16	66.67
Average Monthly Income	P4,500 – P5,499	1	4.17
	P5,500 – P6499	5	20.83
Monthly Income	P6,500 – P7,499	5	20.83
	P8,500 and above	13	54.17
Years of Service	1-3 years	10	41.67
	4-6 years	3	12.50
	7-9 years	3	12.50
	10-12 years	3	12.50
	13-15 years	1	4.16
	16 years and above	4	16.67

Table 1 shows that majority (54.16%) of the participants are 32 years old and above, 20.83% are within the 32-35 age range, and 33.33% are 36 years and above. The result reveals that the participants are within the middle adult age whose work traits are stable (Work and Personality, n.d.). Moreover, the results show that the participants are male dominated. This is on the fact that watchmen and utility work are commonly attributed to men. Also, majority [70.83%] of the participants are college graduates. When hiring, employers prefer college graduates because of the skills and knowledge they acquired from their exposure to learning. In addition, majority [66.675] of the participants are married. This means that they have a family to support; thus, their employment assists them in their responsibilities for their family. As to their monthly income, majority [54.17%] have mean incomes falling within the range ₱ 8,500 and above. Most of them are on a daily income basis or a “no work, no pay” scheme, receiving a minimum wage of P405. The data further show that the employees are within the poverty threshold which is ₱ 10,481.00. An income below this amount would categorize a family as being poor and an income above this would mean a family is nonpoor. As to their years of service, 10 or 41.67% have been serving the school as either watchmen or utility workers for within one to three years. This is an indicator that most of them are newly employed. Cauayan City National High School was established in 1997, having four pioneer employees serving for 16 years and above. This is also an indicator that a harmonious working relationship exists in the institution. Moreover,

they are motivated to work and give their services for 16 years and above because they are satisfied with what the institution is giving them in return.

II. Motivational Needs of Employees

Table 2

Participants' Mean Assessment of their Motivational Needs

Motivational Needs	Weighted Mean	Interpretation
Compensation	3.87	Much Needed
Working Environment	4.15	Much Needed
Need Satisfaction		
Satisfaction of Physiological Needs	4.35	Very Much Needed
Satisfaction of Security Needs	3.87	Much Needed
Satisfaction of Social Needs	4.26	Very Much Needed
Satisfaction of Self-esteem Needs	4.16	Much Needed
Satisfaction of Self-actualization Needs	4.05	Much Needed
Mean	3.96	Much Needed

As shown in the table, participants consider compensation and working environment as much needed. For them, they need to be compensated based on their educational qualifications, responsibility, and workload. Salary is based on performance not on seniority, quality, and quantity of work. Also, they consider a working environment that is well-ventilated, safe (fire exits, and fire extinguisher are available), have a good wiring system, have regular preventive maintenance, and friendly and approachable colleagues.

As to need satisfaction, the participants consider social needs and physiological needs as very much needed. They expect that in the workplace, employees help one another, do not take advantage of others, and have a spirit of camaraderie and respect. Also, salary is adequate for living, enough for necessities (basic needs, food clothing

shelter, bills-water, and electrical bills, and education). Moreover, a workplace where their security, self-esteem, and self-actualization needs are much needed. Security needs are met if the employee's salary can allow the employee to own a house, fringe benefits (paternity/maternity leave, travel allowance, sick leave). Self-esteem needs are met when they have the freedom to express their views and ideas (open communication) with top management, recognize employees with exemplary performance, and empowerment. When self-actualization needs are attained, employees are empowered to allow them to grow and realize their potentials, promote deserving, fair treatment of employees, maximize employees' potentials, delegate work, training and seminars, and shared decisions.

Table 3

F-test Results on the Significant Difference on the Participants' Motivational Needs when They are Grouped According to Profile Variables

Variables	Need Satisfaction						
	Compensation	Work Environment	Physiological Needs	Safety and Security Needs	Social Needs	Self-Esteem	Self-Actualization
Age	F=1.08 PV=0.28	t=1.93 PV=0.053	F=4.36* PV=0.00003	F=0.59 PV=0.55	F=1.71* PV=0.08	t=1.28 PV=0.20	F=0.74 PV=0.000*
Gender	t=1.08 PV=0.74	t=0.17 PV=0.86	t=1.32 PV=0.187	t=0.98 PV=0.33	t=0.71* PV=0.48	t=0.38 PV=0.70	t=1.63 PV=0.1
Highest Educational Attainment	t=1.08 PV=0.60	F=1.05 PV=0.29	t=2.4* PV=0.02	t=0.07 PV=0.94	t=1.98* PV=0.047	F=0.06 PV=0.95	t=0.82 PV=0.41
Civil Status	t=1.08 PV=0.75	t=0.11 PV=0.91	t=0.93 PV=0.35	t=0.03 PV=0.98	t=2.64* PV=0.008	t=1.76 PV=0.07	t=1.92 PV=0.05
Years of Service	F=1.08 PV=0.64	F=1.79 PV=0.07	F=0.41 PV=0.68	F=2.23 PV=0.03*	F=2.44* PV=0.02	F=2.46* PV=0.01	F=3.4* PV=0.0006

*Reject Ho

Table 3 shows that the participants' motivational needs do not significantly vary along compensation and work environment. In general,

in terms of their need satisfaction, the participants do not significantly vary in their needs satisfaction level when grouped according to profile variables except for social needs. Based on the Tukey test results, older participants, female, college graduates, married, and those with long years in service have a higher level of social needs. However, significant variations were observed in their level of motivational needs on physiological needs when they are grouped according to age and highest educational attainment. Post-hoc analysis reveals that younger participants and those who finished college have a higher level of motivational needs than the rest of the groups. Also, participants vary in their level of safety and security and self-esteem needs when they are grouped according to years of service. Those with one to three years of service have a higher level of safety and security needs than those who have been in the service for long years. For self-actualization needs, a significant variation was observed when the participants are grouped according to age and years of service. Tukey test results show that older participants and those with long years in service have higher needs for self-actualization.

CONCLUSION

Based on the findings presented, the following conclusion is drawn:

Prime motivations to work are compensation, work environment, and needs satisfaction. The motivation to work is more of the satisfaction of the physiological, security, social, self-esteem, and self-actualization needs. Age contributes to the participants' variation of needs along physiological, social and self-actualization needs. Females and males vary in their social needs. Variations on physiological and social needs are attributed to their educational background. Years of service is an influential factor that contributes to the variation on participants' safety and security, social, self-esteem, and self-actualization needs.

RECOMMENDATIONS

Based on the findings presented and conclusion drawn, the researcher recommends the following:

1. The human resource officer may consider reviewing the compensation scheme and fringe benefits for watchmen and utility workers to ensure that they receive just compensation.
2. The human resource officer may consider the use of an incentive system to compensate their employees based on the quality and quantity of work they produce, as well as their skills and responsibilities.
3. The human resource officer may consider creating a more convenient workplace for every employee.
4. The human resource officer may consider planning for socialization activities and programs that suit their employees' status to create a spirit of camaraderie and unity in the school.
5. The school administrators may promote open communication among their employees to ensure camaraderie and collaboration among their employees.
6. The school administrators may empower their employees by giving them knowledge and information, authority equal to their responsibility, setting the standard of excellence, and providing them training that will enable them to meet this standard.
7. Future researchers may consider expanding the study by covering a wider scope.

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