



RESEARCH ARTICLE

Rank-and-File Employees' Work Attitude, Motivation and Performance in an Academe

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ABSTRACT

This study aimed to empirically explain the effect and relationship of attitude and motivation to job performance among rank-and-file employees of West Visayas State University in the Philippines. A descriptive correlation design was used in conducting the study. The researchers' data-gathering instruments were tested for reliability and validity. Using the purposive sampling method, 170 permanent rank-and-file employees participated in this study. Results revealed that employees at a state university were positive towards the work and highly motivated individuals; thus, their performance was outstanding. This descriptive-correlational research showed the existence of a significant relationship between work motivation and job performance among employees across campuses at the university. Personal factors like age, gender, civil status, educational attainment, length of service, and salary significantly impacted participants' job performance. The study further revealed that work attitude and motivation are significantly related to job performance. This may imply that a positive work attitude equals positive job performance. This confirms findings from comparative studies and may benefit HR managers and HEI administrators so they can adapt work attitude-enhancing activities and programs for their rank-and-file employees.

INTRODUCTION

Work attitude, motivation, and job performance among rank-and-file employees are essential elements in the success of any organization. Gibbons and Henderson(2012) opined that the relationship between these factors is fundamental in every organization in maintaining the efficiency of academic initiatives. Guerrero (2019) further expounds that employees' motivation and performance are considered muscles that drive them towards attaining organizational goals and objectives. Performance

is the extent to which the worker does his job and produces results (Azanza, 2010). Latham and Locke (2007) reported that motivation is important in human resources management. A good work attitude also determines the office's productivity (Boehlke, 2015). Accordingly, Singh (2014) emphasizes that there is a relationship between work attitude and behaviour across generations. Angeles (2014) opine that attitudes are the employees' map that allows them to navigate, adjust, and behave appropriately to their environment in various situations.

Rahiman and Kodikal (2017) further affirmed that attitude has a direct influence or impact on an employee's work performance.

It is important to ascertain the variables associated with rank-and-file employees' performance in an academic setting so that administrators, HR Management Officers, and Officers of Employees' Organizations may be guided in creating and implementing programs to enhance or maintain an excellent level of job performance. As West Visayas State University continuously strives to excel and is geared towards sustainable growth and development, employees' work attitudes, motivation, and job performance must be examined since the university already has five satellite campuses in the 3rd District of Iloilo. This study will ascertain how rank-and-file employees perceive their work attitude and motivation. ISLE (2023) identifies rank-and-file workers as those who fall outside employees' managerial or supervisory classification. At the university, this is an important topic to be studied because the rank-and-file employees are the ones at the grassroots, directly involved with implementing the university policies and programs, which is crucial to achieving the university goals.

According to Aluko (2003) and Catenacci (2017), culture affects perception, in which work attitudes, expectations, and experiences are established in people's perceptions of the workplace. Factors such as work and social settings, proximity, and background influence the perceivers' perception. It should be noted, however, that perception can be different from person to person. With that, an evaluation of the employees' attitude, motivation, and job performance in various settings must be investigated to appropriately introduce new strategies and findings. As most of these local studies dealing with the same variables use data from respondents' personal perceptions of their job performance, this current study is set apart since the employees' job performance measurements were based on HR Office records. These were rated by fellow employees, immediate superiors, and clients served.

This study explores determining work attitude and motivation and their relationship to job performance among West Visayas State University, Iloilo, Philippines, rank-and-file employees. Specifically, this

is an attempt to find answers to the following research objectives:

- Determine the prevalent work attitude among the rank-and-file employees.
- Determine the level of motivation among rank-and-file employees.
- Determine the level of job performance among rank-and-file employees.
- Determine if there are significant differences in the rank-and-file employees' (a) work attitude; (b) level of motivation; (c) job performance when classified as to (i) age, (ii) gender, (iii) civil status, (iv) educational attainment, (v) length of service, and (vi) salary.
- Determine if there are significant relationships between (a) work attitude and job performance and (b) work motivation and job performance.

LITERATURE REVIEW

Work attitude and job performance

Attitudes are evaluative statements—either favorable or unfavourable—about objects, people, or events. They reflect how we feel about something. When I say, "I like my job," I express my work attitude. Attitudes are complex. There are three main components to attitudes. In the book by Robbins and Judge (2009), the assumed three components of attitude are cognition, affect, and behaviour. The statement "my pay is low" is a description that falls under the cognitive component of an attitude that talks about the belief in the way things are.

Meanwhile, the affective component of attitude sets the stage for the more critical part of attitude. Affect is the emotional or feeling segment of a mindset that can lead to behavioural outcomes and is reflected in the statement, "I am angry over how little I'm paid." The behavioural component of an attitude refers to an intention to behave in a certain way toward someone or something (to continue the example, "I'm going to look for another job that pays better"). The attitude-behaviour relationship is likely stronger if an attitude refers to something with which the individual has direct personal experience.

Findings by Jeung and Yoon (2016), Parker and Bindl (2016), Chen et al. (2018), Vîrgă et al., 2009, Sulea et al. (2020), and Bai et al. (2022) similarly agreed that employees with proactive personality

qualities are 'more likely' to exemplify good work attitudes and perform better than those without them. Psychological empowerment promotes workers' feelings of ownership and responsibility for the results of their work, which boosts motivation and job satisfaction. Moreover, when employees observe that they are appreciated and employer backed them up, in return they tend to involve in desired actions such as they actively learn, exhibit supportive behavior, show commitment toward their organization and providing beneficial solutions (Maan et al., 2020). Furthermore, sustainable management practices that focus on internal social responsibility may have a greater positive impact on employees' attitude if supportive practices based on justice and cooperation is practiced (Jung and Ali, 2017). On the other hand, studies from Asia, America, and Europe have indicated a link between job insecurity and poor work attitudes and performance (De Cuyper et al., 2014; Sverke et al., (2019), Tian et al., 2022). Job insecurity is a perceived threat of job loss or reduced benefits. Job uncertainty makes people more stressed, which lowers their sense of control and dedication to their work (Pappas, 2020; Basyouni and El Keshky, 2021). Authors like Lopes et al., (2006), Mohamad and Jais (2016), Ghadi (2017), ? (2019) and Marić et al., (2019) have indicated that emotional intelligence can improve work attitudes and job performance. Emotional intelligence involves the ability to perceive, understand, and regulate one's emotions and those of others. This explanation may be related to employees' increased sense of social support and job happiness due to their ability to manage interpersonal interactions and adapt to various work conditions, thanks to their emotional intelligence.

According to studies on how age affects work attitudes, older workers typically have different views toward their jobs than younger workers (Harju et al., 2016; Kollmann et al., 2020). For instance, older employees emphasize work-life balance and employment security more than younger employees. Douglas and Roberts (2020) concludes that work engagement is significantly higher with older workforce. Recent studies have demonstrated that work attitudes like job involvement and engagement can affect older workers' job satisfaction (Harju et al., 2016). Consequently, a study found out that

work–health balance is not related to age but with health condition of an employee. According to recent studies, age, and work attitude can affect how well an individual performs at their job, older workers' experience and knowledge is a significant resources for the workplace and they are more productive (Douglas and Roberts, 2020; Josef Gellert and Schalk, 2012; Meng et al., 2021;). Programs for training and development can improve older workers' attitudes about their jobs, which has positive effects, including higher job satisfaction and a decreased likelihood of leaving their jobs (Harju et al., 2020). This may be because training and development programs are offered before new skills and information are available to older workers, increasing self-efficacy and fostering a pleasant work environment.

Along this line, gender disparities in work attitudes also exist. According to studies, males and women have different work attitudes with women often reporting higher levels of job satisfaction, organizational dedication, and work-family conflict than males. As a result, gender roles can influence how people behave at work. According to research, those with more traditional gender role beliefs report poorer job satisfaction, work-family balance, and career progress.

A myriad of studies indicates that there may be a connection between civil status and work attitude. More specifically, married or committed employees have better work attitudes than single or separated from their spouses. Unmarried people and those separated from their spouses were revealed to have lower work engagement and job satisfaction. This may be partly attributed to the social support and assets of having a spouse or partner. They iterated that married people experienced less job stress than their unmarried counterparts. The authors suggest that this might be because a spouse or partner offers emotional and practical support, which can help people deal with difficulties associated with their jobs. However, compared to married people, divorced people reported higher levels of job stress and lower levels of job satisfaction. According to them, divorce may cause stress and disruption at work that harm employees' views.

The results indicate that civil status should be considered when analyzing work attitudes. While

being in a committed relationship might offer resources and social support that improve work attitudes, getting divorced or being single might have the opposite effect. This may be because technical or vocational training gives individuals specialized skills that are directly relevant to their line of work, which may lead to increased job satisfaction and decreased stress at the workplace. Furthermore, the type of education someone receives may influence how they view their jobs, with technical or vocational training being linked to better work attitudes than academic study.

Motivation and job performance

Motivation is the force that initiates, directs, and makes people persist in their efforts to accomplish a goal. The direction of action is concerned with people's choices in deciding where to put forth effort in their jobs. Persistence of effort is concerned with people's choices about how long they will put effort into their jobs before reducing or eliminating those efforts. According to existing knowledge, motivation does not matter, and it won't translate into high performance when you have little ability and high situational constraints. Thus, the basic work motivation and performance model is motivation x ability x situational constraints.

In the study of Hechanova et al. (2005), it was revealed that most respondents are more intrinsically than extrinsically motivated. The respondents tended to work more for internal rewards (such as enjoyment, self-satisfaction, and self-fulfilment) and value things (such as choice and autonomy) in their work. This is also backed up by numerous studies demonstrating motivation as a crucial predictor of job performance. This may be attributed to motivated workers being more dedicated to their jobs and more inclined to make the sacrifices necessary to reach their objectives. The impact of various motivational factors on work performance varies. On the other hand, extrinsic motivation may have different effects and views and sometimes serve as supporting moderator for intrinsic motivation (Fischer et al., 2019).

In contrast, intrinsic motivation is favourably connected with job performance. Overall, the literature suggests that work motivation is a critical predictor of job performance in Asia. Employee motivation has a positive mediating effect on the

association between intrinsic reward and employee performance according to Manzoor et al. (2021). However, the relationship between the two is complicated and influenced by various individual, organizational, and environmental factors.

The conceptual and theoretical framework of the study

This research is anchored on the theory that a positive attitude towards work occurs when an individual faces empowerment. Jackson (1996) states that empowerment is one factor that can motivate better job performance and is crucial in dealing with influencing job productivity. Yang (2011) further says that employees have attitudes or viewpoints about many aspects of their jobs and organizations. Employee attitudes are essential to the organization. When these attitudes are negative, they are both a symptom of underlying problems and a contributing cause of forthcoming difficulties in an organization, which may result in work slowdowns, absences, and employee turnover. On the other hand, favorable attitudes tend to be connected with positive outcomes that the organization wants (Newstrom John and Davis, 2002; Fatharini, 2018).

Similarly, this study is also anchored in Alfred Adler's theory of individual psychology. The theory emphasizes that a person's attitude toward the environment significantly influences their behaviour. Adler suggested that a person's thoughts, feelings, and behaviours were transactions with one's physical and social surroundings and that the direction of influence flowed both ways—our attitudes are influenced by the social world, and our social world is influenced by our attitudes. These interactions, however, may cause a conflict between a person's attitude and behaviour. This conflict is referred to as cognitive dissonance. Cognitive dissonance is any inconsistency one perceives between two or more of one's attitudes or between one's behaviour and attitudes. Festinger(1957) stated that any form of uncomfortable inconsistency will prompt the person to reduce the dissonance (conflict). While the equity theory is primarily Adam's motivation theory, based on comparing perceived inputs and outputs, This study is also anchored in the Expectancy Theory of Victor Vroom. His theory attempts to understand how and why people are motivated. Other theories

that this study is anchored on are the Manifest Needs Theory of McClelland's classification of needs as achievement, power, and affiliation, as well as the Reinforcement Theory of Skinner's motivation theory, which contends that behaviour can be controlled through rewards. In addition, this study is likewise anchored in the social cognitive theory of personality of Albert Bandura, which emphasizes how what we think could impact our behaviour. Our memories and

expectations can all affect our behaviour (Ewen et al., 2014).

In Organizational Behavior for Health Care, as illustrated in the tri-component model, postulates that although the feeling and belief components of attitudes are internal to a person, we can view a person's perspective from their resulting behaviour.

The relationship of the variables in this investigation is illustrated in Figure 1.

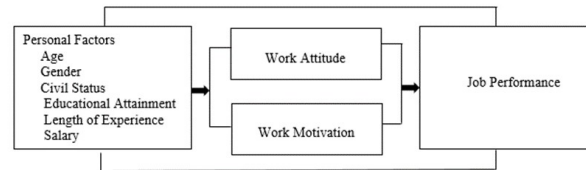


Figure 1: The association of job performance with work attitude, work motivation and certain personal factors

METHODOLOGY

Research design

This study employed a descriptive-correlational design. Descriptive research was used to obtain information concerning the status of the phenomenon and to describe "what exists" concerning variables or conditions in a situation. This type of research further describes a problem or state of affairs in terms of specific aspects or factors. What may be described are the characteristics of individuals, groups, or physical environments or conditions.

Respondents and sampling procedure

A total of one hundred seventy (170) participants were subjected to the study using the total enumeration method. In this research, all rank-and-file employees of the West Visayas State University who are permanent and casual were purposely selected and served as the study participants. Rank-and-file employees are those employees that do not have supervisory positions at the university. A list of rank-and-file employees was taken from the human resources office of each campus after permission was sought.

Data gathering instrument

A researcher-made instrument was utilized to gather the research data. The researchers created this based on their readings and divided it into four parts. Part 1 was intended to collect data on the

demographic profile of the participants; 44 items for Part 2 were designed to measure work attitude, and Part 3 has 42 items constructed to measure work motivation. Lastly, the data from the job performance rating forms of the participants were requested from the Human Resources Management Office, following ethical considerations.

Validity and reliability

Three experienced jurors in the field subjected the data-gathering tool to face and content validation. Based on their suggestions and corrections, some items in the data-gathering instruments were revised, improved, and finalized. After obtaining permission, a pilot test was employed among 48 rank-and-file employees of Iloilo State College of Fisheries at Barotac Nuevo, Iloilo Main Campus, to determine its reliability. The reliability coefficients for work attitude and motivation were 0.97 and 0.98, respectively. For the questionnaire to be reliable, according to Fraenkel et al. (2006), the reliability coefficient should be at least 0.70 and preferably higher, which is suitable for research purposes. In this investigation, a reliability coefficient of 0.70 or higher was used to accept or reject the items in the research instruments. Since all the questionnaire items complied with the criteria, none were eliminated. All the items included in the research instruments were valid constructs for their respective administrations.

Data collection

After permission was sought, a briefing on the mechanics and objectives of the study was done before questionnaires were personally given to the selected participants. The participants were asked for their agreement or disagreement with each of the delivered items for work attitude and work motivation by checking either "yes", "sometimes", or "no". For the participant's job performance and actual performance rating periods, copies of two (2) rating periods of the non-teaching employees were personally secured at the office of the Human Resource Officer of the university.

Data analysis

Quantitative data were processed through Statistical Package for the Social Sciences Software [SPSS], with

alpha set at .05. Both descriptive and inferential statistics were employed in this study. The mean was used to describe the profile of respondents and their weighted mean scores of work attitude, work motivation, and job performance. The T-test and F-test were used to test the significant differences in the rank-and-file employees' attitudes, work motivation, and job performance when they were classified according to (i) age, (ii) gender, (iii) civil status, (iv) educational attainment, (v) length of service, and (vi) salary, and Pearson's r to test the relationships between work attitude and job performance and work motivation and job performance.

<u>Work Attitude</u>	<u>Work Motivation</u>	<u>Job Performance</u>
2.01 – 3.00 Positive	2.34 – 3.00 Highly Motivated	4.51 – 5.00 Outstanding
1.00 – 2.00 Negative	1.67 – 2.33 Moderately Motivated	3.51 – 4.50 Very Good
	1.00 – 1.66 Not Motivated	2.51 – 3.50 Good
		1.51 – 2.50 Satisfactory
		1.00 – 1.50 Poor

RESULTS

The primary purpose of the present study is to determine the prevalent work attitude and motivation and their relationship to job performance among rank-and-file university employees.

Level of work attitude among rank-and-file employees in a state university in terms of age, gender, civil status, educational attainment, length of service, and salary

Overall, results revealed that the rank-and-file employees of the WVSU system had a "positive" attitude towards work, with an overall mean score of 2.71. It was further noted that regardless of the demographic variables under study, all the participants have a "positive" attitude towards work. This also implies that a person's personal characteristics do not necessarily affect their attitude towards work. Likewise, it simply means that the participants valued their work at the university. This statement conforms with the findings of Yang (2011), wherein 77% of the nurses are committed and dedicated to their work in catering to the needs of their clients. The rank-and-file personnel of West

Visayas State University have a magnificent outlook and are passionate about their work. Table 1 shows the data.

Age. Irrespective of their age bracket, a "positive" work attitude was shown among the participants. Moreover, it was also noted that among the five university campuses under study, only the WVSU Janiway campus, whose age bracket was 36–49 years old, ranked first. On the contrary, younger participants whose age bracket ranged from 35 years old and below received the highest mean score of 2.72, and this was seen across all four campuses, namely: WVSU Lambunao, WVSU Calinog, WVSU Pototan, and WVSU main campus. This is congruent with the findings of Rahiman and Kodikal (2017), which state that younger respondents are more likely to comply with administrative regulations than senior employees. This finding is consistent with the studies of Singh (2014), Park, J., and Gursay, D. (2012), where Generation X employees have a higher attitude towards their work. However, Schroer (n.d.) opined that there is a difference in work attitude, which could be attributed to the dissimilarity

in life experiences—environment, technology, and society—each generation encountered.

Gender. By a margin of 3 per cent higher than male (2.70) participants, female (2.73) participants gained the highest mean score on almost all university campuses. Likewise, it was found that among the five campuses, the Janiuay campus male participants outweigh the female participants, which is closely similar to the findings of Rahiman and Kodikal (2017), where male respondents are more content than female respondents. Nonetheless, they all demonstrate a "positive" attitude towards work, irrespective of their campuses and gender.

Civil Status. Findings revealed that regardless of participants' civil status, they have a "positive" attitude towards their work. Though single-status rank-and-file employees of the university claimed the

highest average mean score of 2.73, it was seen that on its three campuses, such as WVSU Janiuay, WVSU Calinog, and WVSU Pototan, married participants' average mean score is higher compared to those with single status. Thus, it showed that most married participants are likelier to be happy and positive about their work. Rahiman and Kodikal (2017) supported these findings and postulated that married respondents are happier than unmarried ones.

Educational Attainment. Data revealed a "positive" work attitude across all campuses, regardless of their educational attainment. Moreover, it was further seen that even though master's degree holders earned the highest average mean score, college participants mainly were seen high on the three campuses, namely: WVSU Janiuay, WVSU-Calinog, and WVSU-Pototan campus.

Table 1: Work attitude of rank-and-file employees

Category	West Visayas State University Campuses					Overall Mean	Description
	Main	Lambunao	Janiuay	Calinog	Pototan		
Entire Group	2.71	2.70	2.72	2.71	2.70	2.71	
Age							
35 years old and below	2.73	2.70	2.68	2.74	2.72	2.72	Positive
36 to 49 years old	2.69	2.67	2.66	2.69	2.69	2.68	Positive
50-year-old and above	2.70	2.68	2.66	2.69	2.74	2.74	Positive
Gender							
Male	2.71	2.68	2.71	2.70	2.68	2.70	Positive
Female	2.72	2.75	2.69	2.74	2.74	2.73	Positive
Civil Status							
Single	2.78	2.69	2.73	2.72	1.71	2.73	Positive
Married	2.69	2.65	2.75	2.76	2.73	2.71	Positive
Widow	2.65	*	2.67	*	*	2.66	Positive
Educational Attainment							
High School	2.77	*	*	*	*	2.77	Positive
College	2.69	2.68	2.74	2.72	2.68	2.70	Positive
Master's	2.77	2.75	2.72	2.69	2.66	2.72	Positive
Length of Service							
23 years and below	2.75	2.71	2.78	2.73	2.69	2.73	Positive
above 23 years	2.66	2.70	2.75	2.68	2.67	2.69	Positive
Salary							
Php 15,000 and below	2.73	2.75	2.72	2.69	2.73	2.72	Positive
Above Php 15,000	2.68	2.73	2.68	2.67	2.69	2.69	Positive

Scale: 1.00 - 2.00 Negative; 2.01 - 3.00 Positive

Length of Service Data revealed a "positive" work attitude across all campuses, regardless of their length of service. Moreover, it was further seen that rank-and-file employees of the university whose service falls on 23 years and below showed high positivism towards their work compared to those above 23 years in service, 2.73 and 2.69, respectively. The study

inferred that personnel who are younger in service are more than willing and passionate about their job. These younger ones are most likely aiming for promotion. Rahiman and Kodikal (2017) supported these findings by finding that junior and moderately experienced employees are more committed than senior and more experienced employees. Similarly,

Codilla and Quinal (2019) found out that employees whose years of service range from 5 to 10 years have an excellent work attitude.

Salary. Regardless of the participants' salaries. "Positive" work attitudes exist across all West Visayas State University campuses. However, participants whose salaries range from Php15,000 and below have higher average mean scores than those above Php16,000. The study further implies that rank-and-file employees with lower salaries are most likely committed and aim for rewards and recognition. Table 1 shows the data.

Level of work motivation among rank-and-file employees in a state university in terms of age, gender, civil status, educational attainment, length of service, and salary

Overall, results revealed that the rank-and-file employees of the WVSU system are "highly motivated" across all campuses, irrespective of their personal variables, with an overall mean score of 2.74. It was further found that the Janiuay campus had the highest mean score of 2.77, while the Calinog and Lambunao campuses had the lowest average mean score of 2.73. This finding is in congruence with the study of Guinto and Magallanes (2020), which found that employees working in a retail company are strongly motivated to work and are satisfied with their jobs; thus, employees have a greater chance of engagement and commitment to the organization's vision and mission. The study further found that irrespective of demographic variables such as age, gender, civil status, educational attainment, length of service, and salary, results yield "high motivation". These variables do not necessarily affect the participants' motivation towards work. This statement agrees with the findings of Guinto and Magallanes (2020) that demographic variables did not significantly affect the employees' work motivation. Rahiman and Kodikal (2017) stressed that an effective and productive organization requires its manpower to be happy and content with their job profiles to put in their efforts for the organization's overall growth. If an employee is highly motivated, most likely, he is committed and interested in his job, thus ensuring the delivery of quality service and the satisfaction of users. It is then, for the furtherance of the university, that it shall provide to sustain and enhance its employees' work

motivation.

Age. Regarding age, high perceptions of motivation among participants whose age bracket ranged from 35 years old and below had similarities across university campuses except for its main campus, where a high mean score was only perceived by the age group between 36 and 49 years of age. However, regardless of age, they exhibited a "high" perception of motivation variables. This is congruent with the findings of Rahiman and Kodikal (2017), which state that younger respondents are more compliant with organizational regulation than senior employees. Furthermore, they postulate that junior respondents are more committed than seniors.

Gender. As to gender, the data revealed that participants are highly motivated regardless of their gender factor. Male participants are 7 per cent higher than female participants (2.80) and (2.73), respectively. It was also found that only the main campus had an average mean score that was high among its male participants. Nonetheless, they all demonstrate "high motivation" towards their work, irrespective of their campuses and gender.

Civil Status. As to civil status, data in Table 2 revealed that married participants had the highest average mean score of 2.75, followed by singles (2.73) and widows (2.71), and these were all described as "highly motivated." However, it was noted that the WVSU Pototan campus with single status outsourced the married participants regarding their average mean scores of 2.72 and 2.69, respectively. Thus, it showed that most married participants are likely happy and strongly motivated for their job. Rahiman and Kodikal (2017) supported these findings and postulated that married respondents are happier than unmarried ones.

Length of Service. Data revealed that participants are highly motivated, irrespective of their length of service or campuses in the university. However, participants who are younger in service (23 years and below) are 7 percent higher than employees who have served more than 23 years at the university; their average mean scores are 2.79 and 2.72, respectively. This means that younger generations are well motivated and committed to their jobs because of their belief that, in return, they will be rewarded. Researchers state that motivation is an act or a process that gives

an individual a reason to do something in a particular way.

Salary. Table 1 presents the study's results: irrespective of the participants' salaries, they all described their motivation as high, and this existed across all West Visayas State University campuses. However, participants whose salaries range from

Php15,000 and below have higher average mean scores than those above Php16,000. The study further implies that rank-and-file employees with a lower salary rate are most likely committed and motivated towards their work and are directed towards their goal of being recognized and rewarded for their performances in the future.

Table 2: Rank-and-file employees level of work motivation

Category	West Visayas State University Campuses					Overall Mean	Description
	Main	Lambunao	Janiuay	Calinog	Pototan		
Entire Group	2.74	2.73	2.77	2.73	2.75	2.74	Highly Motivated
Age							
35 years old & below	2.81	2.74	2.86	2.79	2.78	2.81	Highly Motivated
36 to 49 years old	2.81	2.68	2.82	2.71	2.76	2.76	Highly Motivated
50 years & above	2.80	2.66	2.76	2.69	2.72	2.74	Highly Motivated
Gender							
Male	2.91	2.75	2.76	2.69	2.79	2.80	Highly Motivated
Female	2.64	2.83	2.78	2.73	2.76	2.73	Highly Motivated
Civil Status							
Single	2.75	2.72	2.73	2.71	2.72	2.73	Highly Motivated
Married	2.80	2.75	2.75	2.73	2.69	2.75	Highly Motivated
Widow	2.74	2.68	*	*	*	2.71	Highly Motivated
Educ. Attainment							
High School	2.94	*	*	*	*	2.94	Highly Motivated
College	2.75	2.75	2.74	2.69	2.75	2.73	Highly Motivated
Master's	2.78	2.76	2.75	2.71	2.77	2.75	Highly Motivated
Length of Service							
23 years & below	2.85	2.68	2.81	2.78	2.83	2.79	Highly Motivated
Above 23 years	2.67	2.72	2.76	2.73	2.77	2.72	Highly Motivated
Salary							
Php15,000 & below	2.79	2.70	2.72	2.76	2.73	2.74	Highly Motivated
Above Php15,001	2.76	2.74	2.75	2.71	2.69	2.73	Highly Motivated

Scale: 2.34-3.00 Highly Motivated; 1.67-2.33 Moderately Motivated; 1.00-1.66 Not Motivated; * -None

Level of job performance among rank-and-file employees in a state university in terms of age, gender, civil status, educational attainment, length of service, and salary

Overall, results revealed that the rank-and-file employees of the university system had "very good" job performance, with an overall mean score of 4.19, irrespective of their campuses. Moreover, among the five campuses of the university, Main Campus had the highest average mean score, followed by Pototan, Janiuay, Calinog, and Lambunao Campus, with an average mean scores of 4.42, 4.30, 4.29, 4.15, and 4.02, respectively. It was further noted that among the six personal factor variables under study, participants have "very good" job performance except for the civil status variable, whose widowed participants showed "good" performance towards their work. The

study inferred that the personal characteristics of a person do not necessarily affect their job performance. Likewise, it simply means that the participants valued their work at the university. Table 3 presents the data. **Age.** Irrespective of their age bracket, all participants described their job performance as "very good." Moreover, it was also revealed that 35-year-old and younger participants ranked first, followed by participants aged 36–49 years and 50 years and older, with an average mean score of 4.25, 4.22, and 4.14, respectively. Among the five (5) university campuses under study, only the WVSU Calinog campus, whose age bracket ranges from 36 to 49 years old, ranked first. On the contrary, younger participants whose age bracket ranged from 35 years old and below were seen across all four (4) campuses: WVSU Main, WVSU Lambunao, WVSU Janiuay, and WVSU Pototan.

Gender. By a margin of 8 percent higher than male (4.21) participants, female (4.29) participants gained the highest mean score on almost all university campuses. Likewise, it was found that among the five campuses, only WVSU Calinog campus male participants outweighed the female participants, and it is worth noting that only the WVSU Janiuay campus had "outstanding" job performance regardless of their employees' gender. Moreover, "outstanding" job performance was also found among female participants at the university from WVSU Main, WVSU Janiuay, and WVSU Pototan campuses. Nonetheless, they all demonstrate "very good" job performance, irrespective of their campuses and gender. These findings are consistent with the results of Deepthi (1987) that female respondents have more positive attitudes toward most of the attributes.

Civil Status. Findings revealed that participants with single status ranked first, followed by married and widowed participants, respectively. However, it

was seen that widowed participants have "good" job performance. Moreover, it was further noticed that single-status participants are "outstanding" from the Main, Janiuay, and Pototan campuses, while married participants are valid to all campuses with "very good" job performance. Thus, it simply showed that most married participants are likelier to be happy and positive about their work. Rahiman and Kodikal (2017) supported these findings and postulated that married respondents are happier than unmarried ones.

Educational Attainment. Data revealed that employees of the university who are master's degree holders proved that they are better performers than participants who achieved only high school and college degrees school and college degrees. Results are almost accurate for the campuses of the university. It indicates that the higher the level of learning and the higher the knowledge and skills acquired, the better the performance can also be.

Table 3: Level of job performance among rank-and-file employees

Category	West Visayas State University Campuses					Overall Mean	Description
	Main	Lambunao	Janiuay	Calinog	Pototan		
Entire Group	4.2	4.02	4.29	4.15	4.3	4.19	Very Good
Age							
35 Years Old & Below	4.15	4.23	4.42	4.15	4.43	4.25	Very Good
36 To 49 Years Old	4.15	4.23	4.25	4.22	4.26	4.22	Very Good
50 Year Old & Above	4.32	4.07	4.25	4.14	4.11	4.14	Very Good
Gender							
Male	4.17	3.91	4.52	4.24	4.23	4.21	Very Good
Female	4.03	4.04	4.55	4.04	4.53	4.29	Very Good
Civil Status							
Single	4.56	4.12	4.51	4.21	4.53	4.39	Very Good
Married	4.25	3.99	4.09	3.99	4.13	4.12	Very Good
Widow	3.45	3.5	*	*	*	3.48	Very Good
Educational Attainment							
High School	4.23	*	*	*	*	4.23	Very Good
College	4.09	3.91	4.13	4.23	4.23	4.1	Very Good
Master's	4.51	3.89	4.19	4.52	4.52	4.25	Very Good
Length Of Service							
23 Years And Below	4.27	4.11	3.99	4.23	4.23	4.14	Very Good
Above 23 Years	4.14	4.44	4.55	4.52	4.52	4.38	Very Good
Salary							
Php 15,000 And Below	4.28	4.16	4.16	4.22	4.22	4.2	Very Good
Above Php 15,000	4.15	3.98	4.14	4.01	4.01	4.07	Very Good

Scale: 4.51-5.00 Outstanding; 3.51-4.50 Very Good; 2.51-3.50 Good; 1.51-2.50 Satisfactory; 1.00-1.50 Poor

Length of Service. Data revealed that rank-and-file employees have "very good" job performance regardless of their university service length. However,

it was also found that employees with long years of service found on four (4) university campuses have "outstanding" job performance, namely: primary,

Janiuay, Calinog, and Pototan campuses. This finding contradicts the findings of Codilla and Quinal (2019), who found that employees whose years of service range from 5 to 10 years have excellent work attitudes. Rahiman and Kodikal (2017) also postulate that a positive attitude in an employee can fine-tune the organizational environment, leading to a holistic development in performance. The study inferred that senior personnel in service are excellent at their job performance; Codilla and Quinal (2019) consistently support these findings.

Salary. Table 3 presents the study's results irrespective of the participants' salaries. "Very good" job performance exists across all West Visayas State University campuses. However, participants whose salaries range from Php15,000 and below have higher average mean scores than those above Php16,000. The study further implies that rank-and-file employees with lower salaries are most likely idealistic and committed to their job. They may be aiming for such recognition and promotion from their employer.

Significant differences in work attitude among rank-and-file employees in a state university in terms of age, gender, civil status, educational attainment, length of service, and salary

Table 4 presents the data of a test of significant differences in work attitude among rank-and-file university employees in terms of age, gender, civil status, educational attainment, length of service, and salary.

Age. Regarding age, F-test results revealed that most of the campuses revealed no significant differences in the participants' work attitudes; however, a significant difference was seen in the participants' work attitudes only in the Lambunao campus, where the probability value was less than .05 level of significance. This is also true in the study by Suresh S. et al. (2015), where demographic variables like age and gender have shown significant associations with the level of satisfaction. This finding was also proved by Codilla and Quinal (2019), where generational variables are shown to have a significant negative correlation with work attitude. This implies that younger participants have a lower work attitude.

Gender. In terms of gender, t-test results revealed that significant positive differences existed between

two campuses of the university, namely: The primary and Janiuay campuses, while at Lambunao, Calinog, and Pototan campuses, gender variables found no significant factor in the work attitude of the rank-and-file employees.

Civil Status. Regarding the civil status variable, results revealed that almost all campuses had a more excellent probability value than .05 alpha; a significant negative difference was seen among the campuses of Main, Lambunao, Janiuay, Calinog, and Calinog. On the other hand, participants from the Pototan campus whose civil status variable has a probability value less than .05 (Sig = .021) are known to be significant.

Educational Attainment. Results revealed that the educational attainment variable is insignificant for work attitude across all campuses, with all probability values more significant than .05 alpha. Table 4 shows the data. This is consistent with the findings of Codilla and Quinal (2019) that educational attainment has the most robust positive and significant relationship with work attitude, which implies that a higher level of education results in a better work attitude. Hence, educational attainment in this aspect dramatically influences the work attitude of an employee. According to Tzanakou (2014), higher education allows for better and more in-depth knowledge of the field and the development of skills such as problem-solving, critical reasoning, and innovation. On the contrary, findings by Rahiman and Kodikal (2017) state that work attitudes are significantly associated with educational attainment; however, results revealed that high school students are more satisfied than their college counterparts. This assumption leads to the conclusion that the academic achievement of an individual does not speak to their attitude towards work.

Length of Service. Table 4 data revealed significant differences between work attitude and length of service among rank-and-file employees working at Main and Calinog campuses, while the rest were not significant. This study was consistently proven by Codilla and Quinal (2019), who found that length of service and status of appointment have a significant relationship with work attitude. This means that longer years of service result in a better and more favorable work attitude. This result also relates to the findings of Bal et al. (2013), where employees who

worked longer contributed more to their organization, whereas employees who were new to the job gave less and expressed a higher possibility of leaving.

Salary. Regarding salary, a significant difference existed among its three campuses: Main, Lambunao, and Calinogd Calinog. However, significant differences between salary and work attitude were found at the Janiuay and Pototan campuses. In summary, the data revealed that age, gender, civil status, length of service, and salary affect the work attitude of the rank-and-

file employees of the university. This finding was supported in the studies of Bedia (2004) and Codilla and Quinal (2019), where the results of the analysis of variance revealed significant differences in terms of age, sex, civil status, work position, generation, status of appointment, educational attainment, and length of service. Hence, personal factors are also paramount to achieving a favorable work attitude. Shariq Abbas et al. (2012) opined that job attitude determines employees' productivity in various industry sectors.

Table 4: Significant differences on work attitude among rank-and-file employees

Profile of the Participants	West Visayas State University Campuses				
	Calinog	Janiuay	Lambunao	Main	Pototan
Work Attitude	Sig	Sig	Sig	Sig	Sig
Age	0.922	0.956	0.022*	0.578	0.658
Gender	0.057	0.004*	0.782	0.043*	0.890
Civil Status	0.061	0.781	0.561	0.751	0.02*
Educational Attainment	0.628	0.265	0.918	0.098	0.918
Length of Service	0.002*	0.525	0.487	0.918	0.918
Salary	0.01*	0.176	0.041*	.046*	0.354

* $p < .05$ Significant

Significant differences in work motivation among rank-and-file employees in a state university in terms of age, gender, civil status, educational attainment, length of service, and salary

Table 5 presents the data of a test of significant differences in work motivation among rank-and-file university employees in terms of age, gender, civil status, educational attainment, length of service, and salary.

Age. In terms of age, F-test results revealed that most of the campuses revealed no significant differences in the participants' work motivation; however, a significant difference was seen in the participants' work motivation on its two campuses: Janiuay and Pototan, where the probability value is less than .05 level of significance.

Gender. In terms of gender, t-test results revealed that significant positive differences existed on Main Campus, while on Lambunao, Janiuay, Calinog, and Pototan Campus, gender variables were found to not be a substantial factor in work motivation among rank-and-file employees of the university.

Civil Status. Regarding the civil status variable, results revealed that almost all campuses had a more excellent probability value than .05 alpha; a

significant negative difference was seen among the Main, Lambunao, and Calinog campuses. On the other hand, participants from Janiuay and Pototan campus civil status variables having a probability value of less than .05 were known to be significant.

Educational Attainment. Results revealed that the educational attainment variable is insignificant to work motivation among its three campuses: Lambunao, Calinog, and Pototan, with all probability values more significant than .05 alpha. Table 5 shows the data. However, it was found that work motivation is significantly associated with educational attainment among participants from the Main and Janiuay campuses, with a probability value of less than .05 levels of significance.

Length of Service. Table 5 data revealed that on almost all university campuses, rank-and-file employees' length of service is not significantly associated with work motivation, except for participants from the Main Campus, whose probability value is less than .05 level of significance.

Salary. Regarding salary, a significant difference existed among its four campuses: Main, Lambunao, Janiuay, and Calinogd Calinog. However, significant differences between salary and work motivation were

found among Pototan campus respondents. In summary, data revealed that across all West Visayas State University campuses, rank-and-file employees' work motivation was significantly affected by personal variables like age, gender, civil status, educational attainment, length of service, and salary. However, the study of Guinto and Magallanes (2020) found no significant difference in the extent of work motivation when employees were grouped according to age, sex, years of service, educational attainment, employment status, and position. Work motivation varies accordingly and is affected by other factors. Kimani (2015) further explained that nowadays, many firms have created new designs and schemes

to ensure the needs of their employees are met, as well as techniques to induce motivation. Munjal and Goyal (2017) argue that these schemes are likely very subjective depending on the employees' perceptions. Guerrero (2019) added that a highly motivated employee gives the best performance towards the company's future success. It is then a challenge for all supervisors, managers, and employers to learn their employees' different beliefs, attitudes, values, backgrounds, and ways of thinking. Thus, motivational plans and techniques shall be designed according to the employees' needs for the institution's furtherance.

Table 5: Significant differences on work motivation among rank-and-file employees

Profile of the Participants	West Visayas State University Campuses				
	Calinog	Janiuay	Lambunao	Main	Pototan
Work Motivation	Sig	Sig	Sig	Sig	Sig
Age	0.345	0.032*	0.073	0.671	0.021*
Gender	0.862	0.982	0.892	0.043*	0.137
Civil Status	0.521	0.022*	0.861	0.763	0.003*
Educational Attainment	0.751	0.031*	0.464	0.02*	0.063
Length of Service	0.862	0.057	0.268	0.043*	0.978
Salary	0.036*	0.051*	0.003*	0.025*	0.918

* $p < .05$ Significant

Table 6 presents the results of a test of significant differences in job performance among rank-and-file university employees in terms of age, gender, civil status, educational attainment, length of service, and salary.

Significant differences in job performance among rank-and-file employees in a state university in terms of age, gender, civil status, educational attainment, length of service, and salary

Age. In terms of age, F-test results revealed that most of the campuses revealed no significant differences in the participants' job performance; however, significant differences were found in the participants' job performance in terms of age on its two campuses: WVSU Janiuay and WVSU Pototan, where probability values are less than .05 level of significance. The study is consistent with the findings of Osorio (2004) that age has no significant difference in work performance among support personnel at the university. However, Codilla and Quinal (2019) posit that the generation or age factor significantly differs

among participant assessments.

Gender. In terms of gender, t-test results revealed significant positive differences between the university's two campuses, namely, WVSU-Lambunao and WVSU Pototan campus. However, at WVSU Main, WVSU Janiuay, and WVSU Calinog campuses, gender variables found no significant factor in work motivation among rank-and-file employees of the university.

Civil Status. Regarding the civil status variable, results revealed that almost all campuses have greater probability values than others .05 alpha; hence, a significant negative difference was seen among the campuses of WVSU Lambunao, WVSU Janiuay, WVSU Calinog, and WVSU Pototan and WVSU Pototan. On the other hand, participants from Main Campus had civil status variables with a probability value of less than .05 that were known to be significant.

Educational Attainment. Results revealed that the educational attainment variable was equally distributed among its campuses regarding tests of

significant differences. The three campuses of West Visayas State University, namely: WVSU Main, WVSU Janiuay, and WVSU Pototan campuses revealed that there is a significant difference between educational attainment, personal factors, and job performance. On the other hand, Lambunao and Calinog participants exhibited no significant differences among variables, which is also true in the study conducted by Osorio (2004).

Length of Service. Table 6 data revealed that almost all university campuses' rank-and-file employee length of service is not significantly associated with job performance except for participants from Lambunao and Calinog, where probability values are less than .05 significance level.

Salary. Regarding salary, a significant difference existed among its three campuses: Main, Janiuay, and Calinog. However, significant differences between salary and work motivation were also found at its two other campuses, namely the Lambunao and Pototan campuses. In summary, data revealed that across all West Visayas State University campuses, rank-and-file employees' job performance was significantly affected by personal factors such as age, gender, civil status, educational attainment, length of service, and salary. These personal factors greatly influence or contribute to the job performance of rank-and-file employees. Hence, education, training, high salaries, and the rich experiences of employees ensure high performance.

Table 6: Significant differences on job performance among rank-and-file employees

Profile of the Participants	West Visayas State University Campuses				
	Calinog	Janiuay	Lambunao	Main	Pototan
Job Performances	Sig	Sig	Sig	Sig	Sig
Age	0.923	0.002	0.296	0.652	0.010*
Gender	0.431	0.623	0.031	0.627	0.33*
Civil Status	0.211	0.861	0.918	0.042*	0.838
Educational Attainment	0.947	0.001*	0.001*	0.696	0.003*
Length of Service	0.004*	0.819	0.819	0.039	0.457
Salary	0.024*	0.022*	0.022*	0.031*	0.714

* $p < .05$ Significant

Table 7 presents data on the significant relationship between work attitude, work motivation and job performance among rank-and-file employees of the West Visayas State University.

Significant relationship between work attitude, work motivation, and level of job performance among rank-and-file employees in a state university

Work attitude and job performance: Results revealed a significant relationship between work attitude and job performance across external university campuses, namely: Lambunao, Janiuay, Calinog, and Pototan campuses. However, the main campus showed no significant relationship among variables. Davis (1982), in Bedia (2004), found that the correlation between work attitude and performance is highly significant at .05 alpha. Findings revealed that a positive attitude resulted in more incredible skill performance. Bedia (2004) found that work attitude is positively and significantly associated with the

extent of implementation. Codilla and Quinal (2019) and Damianus et al. (2021) consistently proved that a significant relationship existed between work attitude and variable generation, educational achievement, and length of service. Studies have revealed that work attitude affects performance. Workers with a positive attitude towards work tend to perform better than those with a negative attitude (Convocar, 2000).

Work motivation and job performance: Findings revealed that the association of work motivation with job performance showed a significant relationship among rank-and-file employees from four university campuses. The main campus, Janiuay, Calinog, and Pototan campus employees' work motivation is significantly related to their job performance. However, there was a negative significant relationship from the Lambunao campus. Research findings show that employee motivation has a significant effect on organizational performance. Guerrero (2019) explained that motivation is not a simple concept

but pertains to various drives, desires, needs, wishes, and other forces. Nitafan et al. (2020) found that motivation positively relates to job satisfaction. They further recommended that there should be an intervention program to address problems with job satisfaction among regular employees, such as issues with their current salary and meeting their qualifications. Subandowo (2022) further emphasizes that in shaping a quality academic atmosphere in higher education, the transformation of cultural values and work attitudes is necessary to attain goals. With these conditions, workers will be encouraged to do their best to fulfil their functions, roles, and responsibilities. Hence, the study further implied that rank-and-file employees' motivation towards work directly impacts an employee's performance in

carrying out his duties and responsibilities towards the fulfilment of organizational goals and the vision of the university.

In summary, the data revealed that work attitude and motivation are significantly related to job performance. Hence, for the university to ensure high performance and customer satisfaction by inculcating good work habits, creating a friendly environment, and instilling great motivational strategies among these rank-and-file employees, who are the lifeblood and movers of the university, organizational growth and development will surely be sustained and achieved. Likewise, changes in workers' attitudes may only occur when an organization induces something based on their expectations.

Table 7: Relationship between work attitude, work motivation and job performance

Category	Work attitude		work motivation	
	Sig	Description	Sig	Description
Level of Job Performance				
Main Campus	0.973	Not Significant	0.046	Significant
Lambunao Campus	0.003*	Significant	0.256	Not Significant
Janiuay Campus	0.054*	Significant	0.046	Significant
Calinog Campus	0.012*	Significant	0.035	Significant
Pototan Campus	0.033*	Significant	0.042	Significant

* $p < .05$ Significant

Theoretical implications

The results of this study have theoretical ramifications, including the proposition that, among academic rank-and-file personnel, personal characteristics significantly impact work motivation and job performance. These results are consistent with the Self-Determination Theory, which holds that personal factors like autonomy, competence, and relatedness are crucial for encouraging intrinsic motivation and successful work outcomes. Higher education and training may also improve workers' abilities and knowledge, which has a favorable impact on their work attitudes, motivation, and efficiency. This finding is consistent with the Human Capital Theory, which highlights the benefits of training and education investments for workers in terms of productivity and value to the company. To increase employees' performance, employers should consider these beliefs while developing and implementing motivating initiatives and human

resource development programs. The study also demonstrates that individual elements that affect work motivation and job performance include age, gender, civil status, educational level, length of service, and salary. This result is consistent with other research, demonstrating that individual differences can significantly impact employee behaviour.

Practical Implications

Examining the rank-and-file employees in the university context also had practical implications for higher education institutions in the country, specifically for their employees. Other significant individual factors that may impact work attitude, motivation, and performance at the workplace, such as personality traits, work experience, and job satisfaction, were left out of the study. However, the study's results serve as baseline data in designing a succession plan for the university and in creating new policies and programs pertaining to employee welfare for them to remain productive and motivated

individuals. Likewise, the results of this study may significantly contribute to the existing body of literature on work motivation, work attitude, and job performance among rank-and-file employees in an academic setting. To induce positive vibes, analyzing the employees' perspective first before they are provided with such intervention or training is a practical means of this investigation that could also give an additional idea of the methods used that could be replicated in similar settings.

Limitations and future research

Though the study only examined one university, its findings might need to be more generalizable to other colleges or universities. Self-report data were used in the study, which may be biased by social desirability and may not adequately represent the genuine work attitude, motivation, and performance of the rank-and-file employees; the need to reexamine this context across all higher education institutions and on a global scale is highly desirable. Likewise, the University Personnel Association, the Human Resource Development Office, and the Administration provide rank-and-file employees with relevant training, incentives, and initiatives that may enhance their work attitude, motivation, and job performance. It is also recommended that the management ensure benefits and privileges are given to rank-and-file employees, such as chances to be promoted after five years upon achieving at least three or more outstanding work performances within the rating period. Furthermore, it is recommended that the management also develop a succession plan and an objective evaluation based on achievement, years of service, and educational qualifications so that the university's rank-and-file employees will be faithfully motivated to avail themselves of internal and external grants and scholarships to further encourage them to pursue higher studies.

Furthermore, the university shall improve its programs, training, and activities and develop programs to induce commitment and motivate rank-and-file employees to achieve more, sustain a favorable work attitude, have a high level of work motivation, and have very good job performance. Related and similar studies shall be conducted in private higher education institutions to correlate, validate, and extend the findings of this study.

A mixed-methods approach with triangulation, observation, and interview is highly desirable to gain a more precise and thorough knowledge of these variables. Future research should consider additional personal aspects like personality traits, work experience, and job happiness that may affect work attitude, motivation, and performance. To further examine the merits of various motivational techniques for elevating rank-and-file employees' work attitudes, motivation, and output in academic contexts. Likewise, it is necessary to investigate how organizational culture affects rank-and-file employees' work attitudes, motivation, and performance in academic environments to better understand and confirm the underlying variables.

CONCLUSION

With all the findings above, it is concluded that university employees have a positive work attitude, are highly motivated, and have outstanding job performance. It can be deduced that most rank-and-file employees of the university are optimistic, inspired, and diligent workers. Regardless of the personal characteristics of the rank-and-file employees of the university, they valued their work with a positive attitude and high motivation, which resulted in excellent job performance; hence, these employees were firmly committed and empowered in carrying out their duties and responsibilities. Educational achievement affects and influences working attitudes. It can be concluded that rank-and-file employees should pursue higher education, such as a master's degree, which is beneficial to the employee and the organization and increases their skills and knowledge. Employers with lower salary rates have higher job performance; they are most likely idealistic and committed. They may also aim for such recognition and promotion from their employers. There is a significant difference between work attitude and personal factors such as age, gender, civil status, length of service, and salary. Hence, personal factors are also paramount to achieving a favorable work attitude, and attitude determines the growth of the academy. All personal variables under study showed significant differences in work motivation.

Further, it is concluded that rank-and-file employees' work motivation was significantly affected by

personal variables such as age, gender, civil status, educational attainment, length of service, and salary. Thus, work motivation is a strong determinant of the success of every institutional learning program. It is then a challenge to all supervisors and employers, especially human resource managers, to learn their employees' different beliefs, attitudes, values, backgrounds, and thinking to appropriately design motivational strategies for the growth and development of the personnel and organization. Furthermore, across all West Visayas State University campuses, rank-and-file employees' job performance was significantly affected by personal factors such as age, gender, civil status, educational attainment, length of service, and salary. It can be inferred that these personal factors greatly influence or contribute to the job performance of rank-and-file employees. Hence, education, training, high salaries, and the rich experiences of employees ensure high performance. Data also revealed that work attitude and motivation are significantly related to job performance. Hence, for the university to consistently provide a quality management system by inculcating good work habits, creating a friendly environment, and instilling great motivational strategies among these rank-and-file employees, who are the lifeblood and movers of the university, organizational growth and development will be securely sustained and achieved.

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