

**Motivational Factors of Employees of
Medical Plastic Corporation**

**An Undergraduate Thesis
Presented to**

**The Faculty of the Department of Behavioral Sciences
College of Arts and Sciences
University of the Philippines Manila**

**In partial fulfillment
of the requirements for the
Degree of Bachelor of Arts in Behavioral Sciences**

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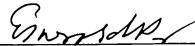


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A c k n o w l e d g e m e n t

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Abstract

This study determines the factors that motivate the employees of Medical Plastic Corporation. Specifically it determines the levels of motivation of the workers to perform and the degree of influence that the motivational factors provide in the level of satisfaction of the workers.

Utilizing responses from survey questionnaires answered by 6 middle management and 30 rank and file employees, a univariate analysis of central tendency and dispersion is performed.

Result shows that motivational factors such as Achievement (mean score 8.454), Possibility of growth (mean score 8.153), Company policies and Administration (mean score 7.964), Recognition (mean score 7.92), and Security (mean score 7.42) highly motivate the employees. Furthermore, Achievement, Recognition, and Possibility of growth elicit high satisfaction among rank and file employees, while middle management employee found high satisfaction on all motivators excluding Advancement. On the other hand, Company policies and administration, Supervision and Security elicit high dissatisfaction for rank and file employees when not significantly offered; as only inadequate Company policies and Administration for middle management employees, will bring out high dissatisfaction. These findings suggest that factors that determine high motivation and satisfaction should be reinforced in the workers environment to empower workers and achieve high performance.

Motivational Factors of Employees of Medical Plastic Corporation

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Chapter 1

Introduction

One of the biggest challenges faced by the employers is on how to motivate their employees to work. This is especially so that the winning formula nowadays to produce a highly effective organization is “*performance through people*” (Cowling, 1994).

Motivation is defined as “*the process of arousing, sustaining the activity in progress and regulating the pattern of activity.*” (Murphy, 1947). In the workplace, motivation stimulates employee’s behavior and channels it in ways that would benefit the organization as a whole. (Miner, 1992).

Factors that elicit motivation whether intrinsic or extrinsic to job induce employees to work harder. Once these factors are recognized by the management, they will be able to focus on maintaining and/or improving these sources of motivation. Likewise, it will enable the organization to develop appropriate plans and programs for staff development and organizational improvement. Thus, management has maximizes its resources with high-rates of production as their motivated workers perform better on their job.

Statement of the Problem

The researcher aims to answer the question:

General

What factors motivates the employees to work in Medical Plastic Corporation?

Specific

- a. To what extent do these factors motivate the employee to perform?
- b. What is the degree of influence of these motivational factors in the level of satisfaction of workers?

Objectives

The general objective of this study is to determine the factors that motivate the workers of Medical Plastic Corporation to become productive.

Specifically, the following concerns are hoped to achieve:

1. To determine the levels of motivation of workers to perform.
2. And to determine the degree of influence that motivational factors provide in the level of satisfaction of workers.

Significance of the research

The present study was concerned primarily on the motivational factors of employees of Medical Plastic Corporation. Such concern is in place whenever the organization's management set themselves in the objective of producing a high quality and quantity work.

The information regarding the factors in workers' environment that make him/her motivated in order to perform better in his/her job would serve as guidelines for Medical Plastic Corporation in developing plans and programs that would benefit the company and its members.

Operational Definitions

Motivational factors

These are the material and non-material elements in the organization available to the employees and which affects the level of satisfaction of the employees.

Level of satisfaction

This refers to the degree of satisfaction acquired by the employees with regard to the benefits or privileges made available in the workplace.

Employees

This refers to the 2 categories of workers found in the organization such as:

a. **Supervisory and Middle-management employees**

Responsible in the management of the office or unit under Human resource, Warehousing, Accounting, Manufacturing, and Research and Development.

b. **Rank and file employees**

Those found to perform skill and unskilled functions.

Chapter 2

Review of Related Literature

Concept of Motivation

Motivation is identified as one or combination of the following:

1. as an environmental determinant which put behavior in question – the use of some irresistible force which of necessity led to this action;
2. the internal urge, wish, feeling, emotion, drive, instinct, want, desire, demand, force, purpose, interest, aspiration, plan, need, or motive which gave rise to the action; and
3. the incentive, goal or object value which attracted or repelled the organism.

The first one clearly stated that the motivation comes outside of the organism.

Unlike on the other instances, a hypothetical internal state is posited. This could divide themselves into three categories:

- a) biological import - emotion, drive, force, need, instinct,
- b) mental import – urge, feeling, wish, want, impulse, striving, demand, desire, and
- c) those having orientation to objects or states in the environment – purpose, interest, intention, attitude, aspiration, plan, motive, incentive, goal, value. (Cofer, 1964, p. 5)

Definition of Motivation

Giving an explicit definition of motivation to some extent is difficult. For the reason that it has been carefully studied by behavioral scientists and other concerned

people for ages until now. Surprisingly they come up with various concepts and description of motivation of human behavior. Thus, the best way to handle this is to site some of these varied definitions.

P.T. Young has declared the subject in his *Motivation and Emotion* (1961), offering his own definition of the concept.

The concept of motivation is exceedingly broad-so broad, in fact that psychologists have attempted to narrow it...out one aspect or another of the complex processes of determination. The two most important aspects are the energetic aspect and...regulation and direction. Define the study of motivation broadly as a search for determinants (all determinants) of human and animal activity (P.T. Young, 1961, p.24)

P.T. Young sees motivation as “the process of arousing, sustaining the activity in progress, and regulating the pattern of activity”. Gardner Murphy (1947) believes motivation as the “general name for the fact that an organism’s acts are partly determined by its own nature or internal structure” (Murphy, 1947, p.991). On the other hand, N. Maier (1949) used the term motivation to “characterize the process by which the expression of behavior is determined or its future expression is influenced by consequences to which such behavior leads” (Maier, 1949, p. 43)

Atkinson (1958) integrates the vigilance or arousal function and bind it to function of situations, accordingly: “the term motivation refers to the arousal tendency to act to produce one or more effects...points to the final strength of the action tendency which is experienced by the person as an “I want to ...” (Atkinson, 1958, p. 602). The particular aim of the momentary state of motivation is situationally defined and Maslow (1954) wrote: “sound motivational theory should... assume that motivation is constant,

never ending, fluctuating, and complex and that it is an almost universal characteristic of practically every organismic state of affairs” (Maslow, 1954, p.69).

Dual-Factor Theory

Frederick Herzberg's book 'The Motivation to Work', written with research colleagues Bernard Mausner and Barbara Snyderman in 1959, first established his theories about motivation in the workplace. His work, originally on 200 Pittsburgh engineers and accountants, has become one of the most replicated studies in the field of workplace psychology.

Herzberg was the first to show that *satisfaction and dissatisfaction at work nearly always arose from different factors, and were not simply opposing reactions to the same factors, as had always previously been (and still now by the unenlightened) believed.*

He showed that certain factors truly motivate ('motivators'), whereas others tended to lead to dissatisfaction ('hygiene factors'). According to Herzberg, man has two sets of needs;

1. an animal to avoid pain or physiological needs that can be fulfilled by money, for example, to purchase food and shelter, and
2. psychological need to achieve and grow; and this need is fulfilled by activities that cause one to grow.

He illustrated this also through Biblical example: Adam after his expulsion from Eden having the need for food, warmth, shelter, safety, etc., - the 'hygiene' needs; and Abraham, capable and achieving great things through self-development - the 'motivational' needs.

Motivating factors

Herzberg constructed a **two-dimensional paradigm of factors affecting people's attitudes about work**. He says that there are two types of factor in motivation. There are those that increase motivation and performance and those the absence of which will decrease motivation and performance.

The first, Herzberg calls motivating factors/motivators or satisfiers. Motivators are those things that allow for psychological growth and development on the job. They are closely related to the concept of self-actualization, Maslow's, involving a challenge, an opportunity to extend oneself to the fullest, to taste the pleasure of accomplishment, and to be recognized as having done something worthwhile. These motivators were associated with long-term positive effects in job performance. Thus, ample and sufficient degrees of **achievement, recognition, responsibility, advancement and job or work itself and possibility of growth will increase performance**.

Achievement

Herzberg defined achievement instances involving some specifically mentioned success that includes successful completion of a job, solutions to problems vindication, and seeing the results of one's work.

Recognition

Recognition, as defined in his research was some act of acknowledgment to the employee that could come from almost anyone like the supervisor, other individual in the management, management as impersonal force, a client, a peer, a professional colleague or the general public.

Responsibility

Responsibility is a factor that includes those sequences of events in which the employee derived satisfaction from being given responsibility for his own.

Advancement

Advancement is defined as an actual change in the status or position of the person in the company. Yet, it excludes situations in which an individual transferred from one part of the company to another without any change in status but increased opportunities for responsible work, the change was considered an increased responsibility.

Work itself

Work itself is a factor that signifies the actual doing of the job or the tasks of the job as a source of good or bad feelings about it. Accordingly, jobs can be routine or varied, creative or stultifying, overly easy or overly difficult. The duties of a position can include an opportunity to carry through an entire operation or, according to Herzberg, can be restricted to one minute of it.

Possibility of growth

This factor involves changes in situations consisting of objective evidences that the possibilities for the person's growth were increased or decreased. For instance, a change in status of the employee that involves the likelihood, which would let him/her to rise in the company or not.

Hygiene Factors

The second group of factors, Herzberg calls hygiene factors/hygienes or dissatisfiers. Hygienes, if applied effectively, can at best prevent dissatisfaction: if applied poorly, they can result in negative feelings about the job. These factors simply describe the conditions of work rather than the work itself. Herzberg's point is that if you want to motivate people, you have to be concerned with the job itself and not simply with the surroundings. Hygiene factors consistently produced only short-term changes in job attitudes and performance, which quickly fell back to its previous level. Thus, **poor working conditions, interpersonal relationships, supervision, security, company policies and administration, status, personal life and salary will create dissatisfaction and poor performance.**

Working conditions

Working conditions includes stories in which physical conditions of work, the amount of work, or the facilities available for doing the work mentions. Adequacy or inadequacy of ventilation, lighting, tools space and other such environmental characteristics is also included.

Interpersonal relationships

This factor includes characteristics of the interaction between the person and other individual, who could be his/her superiors, subordinates or peers.

Supervision

Supervision involves competence or incompetence, fairness or unfairness of the supervisor, as well as, supervisor's willingness or unwillingness to delegate responsibility or his/her willingness or unwillingness to teach. However, it excludes supervisor's habit of nagging or criticizing and smooth or efficient. For the reason that these factors are included in feelings about the job.

Security

This factor deals with signs of presence r absence of job security not with feelings of security. Security involves tenure and company stability or instability, which reflected in some way on the employee's job security.

Company policies and administration

This factor includes the over-all aspect of the company. Whether the adequacy or inadequacy of company organization and management or the harmfulness or beneficial effects of company policies. The former could exist in a situation wherein a man has in adequate authority for satisfactory completion of his task or in which a company policy is not carried out because of inadequate organization of work. While the latter, are primarily personnel policies.

Status

Status involves sign or appurtenance of status in person's feelings about the job. For example, having a new secretary in his/her new position or being allowed to drive a company car.

Salary

Compensation plays a role in this factor. Thus it involves wage or salary increases or unfulfilled expectation of salary increases.

In a medical sense, growth, healing and development occur as natural internal processes. They are the result of proper diet, exercise, sleep etc. Hygienic procedures simply prevent disease from occurring. They do not promote growth per se. In Herzberg's view, until the hygiene factors are right, the motivating factors cannot work. Herzberg argues, for example, that creating ever better and better working conditions will not improve motivation and performance beyond a certain level. At some point, further improvement in working conditions has no effect on performance. The hygiene factors cease to have an effect at the level at which they are seen to be appropriate. Further and real increase in motivation and performance then comes from the motivating factors themselves - providing people with a sense of achievement, responsibility and recognition.

Frederick Herzberg's Dual factor Theory and Abraham Maslow's Hierarchy of Needs are generally known to be the foundations on the study of human motivation in

Industrial practice. Furthermore, these theories are popular and commonly applied in Philippine setting (Jocano, 1988).

Maslow's Hierarchy of Needs

Abraham Maslow's Hierarchy of needs posit widespread applicability to work environment. It is used to understand the complex behavior pattern of workers, through their pattern of needs recognition and satisfaction.

Abraham Maslow's "Motivation and Personality ", published on 1954, introduced his theory regarding how people satisfy various personal need in the context of their work. He postulated, based on his observations on humans that there is a general pattern of needs recognition and satisfaction that people follow generally the same sequence. Along with this, there is a concept called "prepotency" which mean that a person could not pursue or recognize the next higher need in the hierarchy until his/her currently recognized need was substantially or completely satisfied.

Maslow's Hierarchy of Needs is composed of five levels which are the following:
The physiological needs or Basic needs – these are needs to sustain life: food, shelter, sleep, sex, sensory satisfaction and physical activity. These needs have to be satisfied before everything else.

Safety or Security needs

These needs are characterized by the need to be free of fear of physical danger and deprivation of the basic or physiological needs.

Social or Affiliation needs

These are need for love, affection, and belongingness. Since people are social beings, they need to belong and to be accepted by various groups.

Esteem needs

These are needs for self-esteem and recognition from others. The former are the need for strength, achievement, adequacy, confidence, independence and freedom. While the latter, for prestige, attention, appreciation and importance. In other words, people operating on this level feel that are useful and have some effect on their environment.

Self-actualization need

This is the need to maximize one's potential whatever it may be; doing what the individual is fitted for.

All of these needs are often illustrated in a pyramid form, wherein Physiological need is placed at the broad-based bottom, then the safety need, social needs, esteem needs and the need for self-actualization at the narrow top.

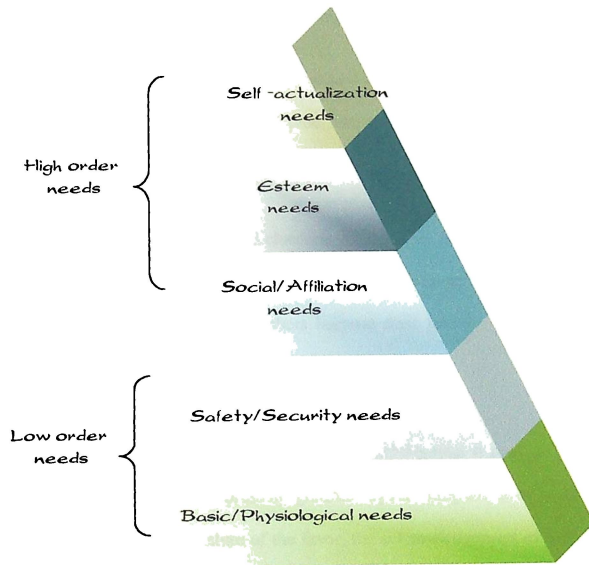


Figure 1: Maslow's Hierarchy of Needs

Filipino Hierarchy of Needs

Filipino Hierarchy of needs suits Philippine background and Filipino culture. It permits understanding the nature of the worker's value and attitudes, seeing that culture is visibly asserting its influence in the day-today management of workers.

Dr. Tomas Andres formulated a theory, based on emerging Filipino values, which described the hierarchy of needs of a Filipino individual. The set of needs, when gratified, motivates a Filipino to become productive. These set of needs are:

Familism or pagmalasakit,

The need to belong, for emotional closeness and security in the family. That it is natural for Filipinos to transcend their personal or individual concern for their family in form of *malasakit* for less fortunate members because their interest in the family is primary.

Reciprocity

Based on *utang na loob* concept, a need for *pagbibigayan* o *pagpaplitin* that drives the recipient of any favor to express his gratitude by returning the favor anytime in the future, and depending on the nature of the favor, the acknowledgement of such may be expected even throughout a person's lifetime.

Social Acceptance or Pakikisama

The need to be ultimately accepted by people who matter; a Filipino wishes to be treated as a subject, to be recognized more for what he is than for what he can do to contribute. It is a manifestation of Filipino's *amor proprio*.

Social Mobility or Pag-unlad

The desire to possess essentials of descent life, and opportunities to alleviate oneself. This need is considered essential in the life for most Filipino average workers, for they have economic difficulties.

Self-esteem or Pagkabayani/Pagkamagaling

Characterizes a Filipino's desire to be respected and esteemed. Wherein ones yearning for honor, dignity and pride in one's work is manifested.

Theoretical Framework

The theoretical framework used in the study was devised to illustrate how motivation benefits the workers and the organization as a whole.

A company that is aiming to be highly efficient organization should prioritize in producing highly effective and productive employees. This could be done by providing, improving or maintaining motivational factors in their workplace, which inevitably result in possessing highly motivated employees. These employees would then be motivated to work harder because their needs, either or both internal and external to their job, are satisfied by the motivational factors provided. Consequently it will result in producing highly effective and productive workers that would benefit the organization.



Figure 2: Theoretical Framework

Conceptual Framework

The conceptual framework used in the study was designed to seek what factors found in the workplace determine the level of motivation of workers. These factors are based on Frederick Herzberg's Dual Factor Theory, which are: Achievement, Recognition, Advancement, Responsibility, Work itself, Possibility of growth, Work conditions, Interpersonal relations, Supervision, Company policies and administration, Security, Salary, and Status.

This framework enables the researcher to determine which among these factors would at best motivate employees in order to perform better. Likewise, the framework would establish whether the motivational factors provided in the workplace influence the level of satisfaction of workers.

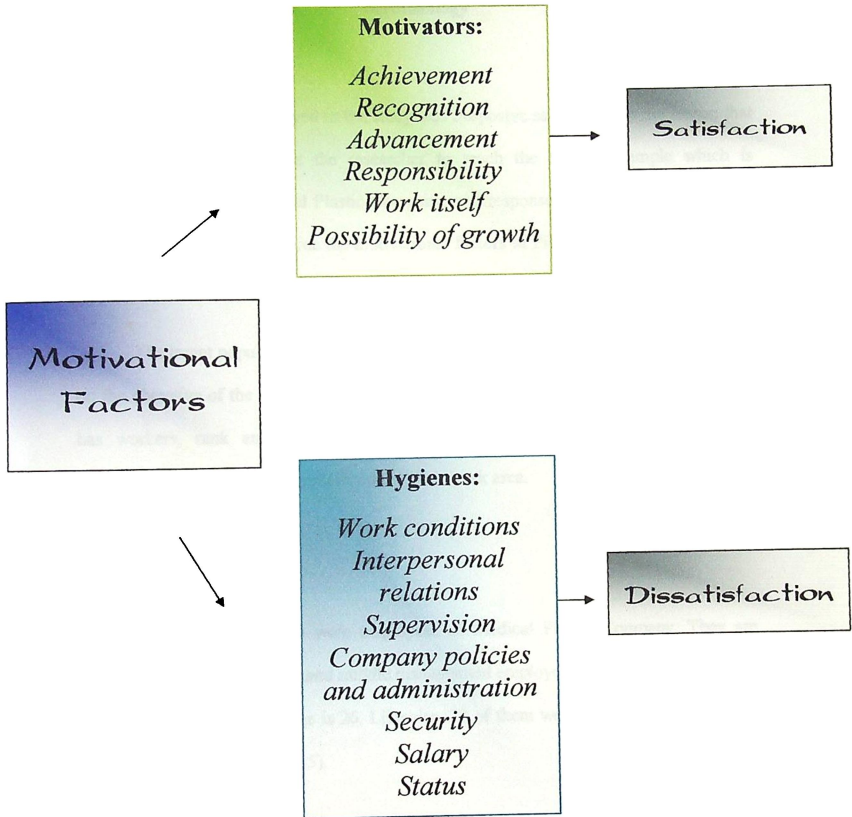


Figure 3: Conceptual Framework

Chapter 3

Methodology

Sampling

The sampling employed in the study was Purposive sampling. For the reason that Purposive sampling enables the researcher to reach the targeted sample which is industrial workers in Medical Plastic Company, and response that would meet research objective which is to determine the motivational factors of Filipino industrial workers in workplace.

The target population, workers in Medical Plastic Corporation, was selected based on the objective of the study. Medical Plastic Company is a manufacturing industry that has workers, rank and file and middle management that were perceived to be experiencing motivation and satisfaction in their work area.

Respondents

Research respondents were employees of Medical Plastic Company. They are consisted of 30 rank and file, and middle management employees. 19 are male and 17 are female (Figure 4). Median age is 26. Likewise, 22 of them were single, while 12 out 14 married had child/ren (Figure 5).

Figure 4: Gender Distribution of respondents

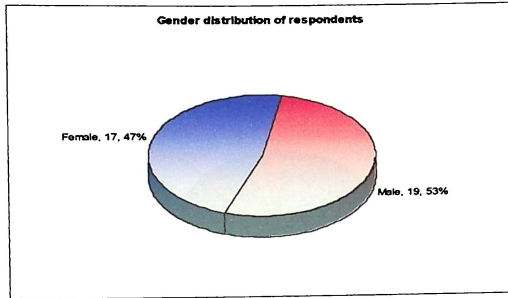
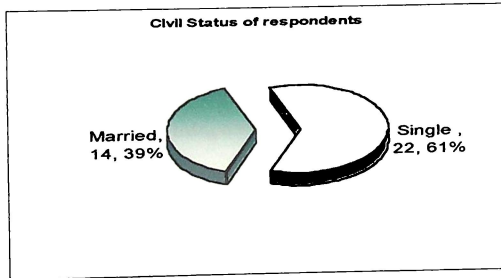
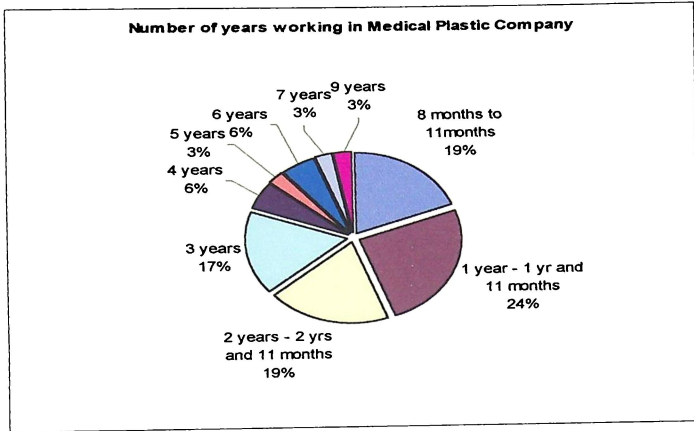


Figure 5: Civil Status of Respondents



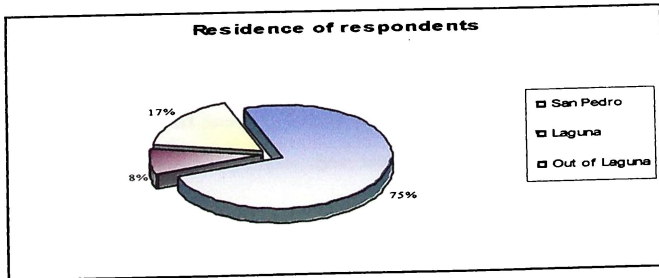
The respondent population is regular workers of Medical Plastic Company, currently working within the range of eight (8) months up to nine (9) years for the company (Figure 6).

Figure 6: Number of years working in Medical Plastic Company



Among the respondents 27 were living near the company or within the town wherein the company is located, San Pedro, Laguna. While only 3 live within the province, Laguna, and 6 employees resides within National Capital Region (Figure 7).

Figure 7: Residence of respondents



Research Design

The research design employed in the study was a descriptive type of research. It is intended to provide information concerning the level of motivation of workers to perform. And to describe the degree of influence that the motivational factors provided in the level of satisfaction of workers.

Instrumentation

The instrument used in the research was survey questionnaire designed to assess Medical Plastic Company employees' level of motivation in their workplace. The survey questionnaire was primarily based on Frederick Herzberg's Dual-Factor theory.

The survey forms distributed to the respondents were divided into 2 parts. The first part deals with the personal details of the respondents. It sought respondent's name, age, gender, civil status, number of children, residence, job title or position in the company and number of years or months spent working in Medical Plastic Company.

The second part is consisted of 65 statements under 13 motivational factors derived from Frederick Herzberg's Dual Factor Theory which are: Interpersonal relations, Achievement, Recognition, Responsibility, Advancement, Work itself, Possibility of growth, Work Conditions, Supervision, Security, Company policies and Administration, Status, and Salary. Each factor has 5 statements which can be answered in five (5) point scale from strongly agree, agree, neutral, disagree and strongly disagree.

Table 1: Sample items in Survey questionnaire

Factors	Sample Statements
Interpersonal relations	I enjoy coming to work because of the people around me. <i>Nasisiyahan akong pumasok sa trabaho dahil sa mga aking mga kasamahan.</i>
Achievement	I believe that pride in one's work is an important reward. <i>Naniniwala ako na ang karangalan sa trabaho ay mahalagang gantimpala.</i>
Recognition	I am motivated when my success is acknowledged by the management. <i>Ako'y naeenganyong magtrabaho ng mabuti kapag ang pagtatagumpay ko sa trabaho ay kinikilala ng management.</i>
Responsibility	I generally like to make job-related decisions with minimum supervision. <i>Gusto kong nagsasagawa ng mga desisyong may kinalaman sa aking trabaho ng walang nakiki-alam.</i>
Advancement	I am very determined to get on the top of the organizational hierarchy. <i>Determinado akong umangat ng posisyon sa kompanya.</i>
Work itself	I believe that jobs must be designed to fit people. <i>Naniniwala ako na ang mga trabaho ay nararapat lang na angkop sa nagtrababaho.</i>
Possibility of growth	I see a future for myself in the company. <i>Nakikita ko na maganda ang aking kinabukasan sa kompanyang ito.</i>
Work Conditions	The space and facilities I have affects my performance in the job. <i>Ang pagkakaroon ng maayos na lugar na pagtrababahuan ay mahalaga sa akin.</i>

Supervision	I need specific instructions on what to do and how to do, in order to perform better. <i>Kailangan ko ng detalyadong kautusan sa kung ano at paano gagawain ang trabaho upang ako'y maging mahusay na empleyado.</i>
Security	The main force keeping me productive in my work is the fear of being fired. <i>Ang pangunahing dahilan ko sa pagiging masipag sa trabaho ay dahil ayaw kong masisante.</i>
Company policies and Administration	Communications between me and my fellow workers enables me to do my job efficiently. <i>Mas epektibo akong magtrabaho kung maganda ang komunikasyon sa pagitan ko at ng aking mga kasamahan.</i>
Status	The thought of having power over the others motivates me very much. <i>Ginaganahan ako kapag naiisip ko na may kapangyarihan akong pamunuan ang iba.</i>
Salary	Money is a very significant factor in planning my career. <i>Napakahalagang bagay ang pera sa pagpapalano ng aking career.</i>

In addition, the questionnaire comes in two (2) versions, one in English and one in Filipino language. The former were distributed to middle management employees, and the latter to rank-and-file employees. This step was undertaken in order for the rank-and-file employees to fully understand the survey administered.

Procedure

Survey questionnaires were administered at the company site, San Vicente road corner South Super highway, San Pedro Laguna. The first batch of questionnaires was given to middle-management employees right after their weekly meeting. While to the

rests of the respondents, rank-and-file employees, questionnaires were hand-delivered. Upon completion, respondents returned the survey forms directly either to the researcher or the Human Resource Manager of Medical Plastic Company. A code number matched survey forms to the individual but a complete confidentiality was promised.

To obtain motivational factor scores on each questionnaire that indicates the extent to which the respondent either agree or disagree, responses were converted into number. Each statement response is given a score ranging from 1 to 5, 1 corresponds to Strongly Disagree, 2 – Agree, 3 – Neutral, 4 – Agree and 5 to Strongly Agree. For negatively worded questions (item number 5, 20, 23, 24, 35, 39, 49 and 62), the response score is 1 for Strongly Agree, 2 – Agree, 3 -Neutral, 4 -Disagree and 5 for Strongly Disagree.

Analysis

A univariate analysis of central tendency and dispersion was chosen to determine the strength of the respondents' answers for each motivational factor. Mean, Mode, Variance, and Standard deviation values of 13 motivational factors, based on Dual Factor Theory which has 5 statements each, were calculated for both groups: rank and file employees and middle management employees. There after, the researcher ranked the factors among each group, motivational factor with highest mean score is ranked first (1st), while the motivational factor with the lowest mean score is ranked thirteenth (13th), to determine what factors motivate employees at best.

To determine the level of satisfaction based on Dual Factor theory - that only “motivators” lead to job satisfaction of workers the researcher ranked the mean scores of

the 13 factors for each group. Those “motivators”, Achievement, Possibility of growth, Company policies and Administration, Recognition, Responsibility, Work itself, Advancement, those factors ranking on the upper half (1st -6.5th) of the group were considered high motivating factor.

Given the fact that all of the factors are present in the workplace, only those factors exhibits high mean score belongs to the upper half are able to produce high level of satisfaction. Correspondingly, those factors that belong to the lower half (7th -13th) rank , are “motivators” that produces satisfaction, yet, relatively low compare to those factors in the upper group

To determine the influence of motivational factors in the level of dissatisfaction of employees, the researcher rank the mean scores of hygiene factors: Work conditions, Interpersonal relations, Supervision, Security, Company policies and administration, Status and Salary for both level of employees. Those factors that belong at the upper half (1st-6.5th) were factors that elicits high dissatisfaction when nor met substantially by employees. Accordingly, those factors ranked within the lower half (7th-13th) are factors that induce dissatisfaction but not as high as the hygiene factors that are included in the upper half.

Chapter 4

Results and Discussion

Motivational factors to perform

In Herzberg's Dual Factor Theory, he stated that there are two types of motivators present in workplace. One type results satisfaction, while the other prevents dissatisfaction. These two types of factors are called "motivators" or "satisfiers" and "hygienes" or "dissatisfiers", respectively. Achievement, Recognition, Responsibility, Advancement, Work itself, Possibility of growth are referred to as motivators. As Working conditions, Interpersonal relationships, Supervision, Security, Company policies and administration, Status and Salary is to hygienes.

Results of the survey conducted in Medical Plastic Corporation among rank and file employees and middle management employees, show that rank and file employees scored high on Achievement with mean score of 4.387, followed by Recognition, 4.153 and Security 3.887. (Table 2)

Table 2: Mean, Standard Deviation Scores, Mode, and Variance of Motivational Factors for Rank and File employees

Rank and File (N=30)

Motivational factors	Mean	Mode	Standard Deviation	Variance
Achievement	4.387	5	0.826	0.682
Recognition	4.153	4	0.857	0.735
Security	3.887	4	1.072	1.148
Possibility of growth	3.820	4	1.188	1.410
Company policies and Administration	3.813	4	1.019	1.039
Work itself	3.660	4	1.231	1.514
Supervision	3.660	4	1.186	1.407
Work Conditions	3.560	4	1.096	1.201

Interpersonal relations	3.400	4	1.524	2.322
Status	3.387	4	1.104	1.219
Responsibility	3.273	4	1.284	1.650
Advancement	3.147	4	1.282	1.643
Salary	2.913	2	1.055	1.113

While Middle management employees obtained high scores on Possibility of Growth, 4.333, Company policies and administration, 4.133 and Achievement, 4.067 (Table 3). These implies that the five factors – Achievement, Recognition, Security, Possibility of Growth and Company policies and administration are the factors, compare to the rest of the factors found in workplace, that motivate the employees to perform their task in the company.

Table 3: Mean, Standard Deviation Scores, Mode, and Variance of Motivational Factors for Middle management employees

Middle management (N=6)

Motivational factors	Mean	Mode	Standard Deviation	Variance
Possibility of growth	4.333	4	0.479	0.230
Company policies and Administration	4.133	4	0.571	0.326
Achievement	4.067	4	0.785	0.616
Recognition	3.767	4	0.774	0.599
Responsibility	3.767	4	1.073	1.151
Work itself	3.767	4	0.858	0.737
Supervision	3.567	4	0.935	0.875
Security	3.533	4	1.008	1.016
Interpersonal relations	3.433	4	0.935	0.875
Work Conditions	3.433	4	1.040	1.082
Advancement	3.300	4	1.088	1.183
Status	3.300	3	0.877	0.769
Salary	2.633	2	1.066	1.137

It appears that both groups slightly differ when considering the factors that best impel them to performing their duties, having only Achievement as a factor that is similar.

Recognition

Recognition for rank and file employees is an important factor because these types of workers are those who are ought to be receiving acknowledgement from their superiors considering their efforts on their duties or tasks in the organization; they are the one who's in the lower level of the organizational hierarchy.

Though middle management employees obtained a mean score of 3.767 on Recognition, still they are in the middle level of organizational hierarchy, signifying that recognition from the upper management drives them to work.

Recognition as described by Herzberg is an acknowledgement that contributions of employee have been worth the effort and that the effort has been noted. (Figure 8)

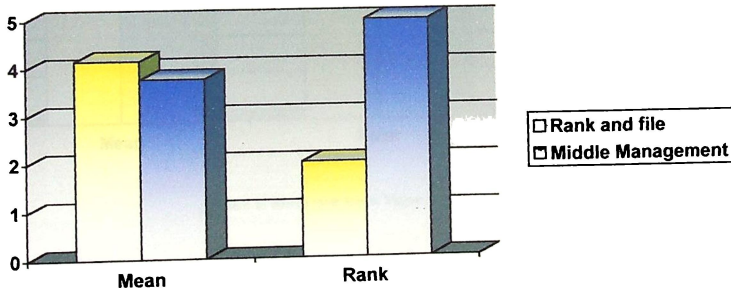


Figure 8: Mean and Rank Value for Recognition

Security

Security for rank and file employees is also a significant factor that drives them to do their duties as the company. Security is defined in term of employee's assurance in keeping their job in the organization, or in popular terms "job security".

For rank and file employees, obtaining a job is difficult to do taking into account the number of the job hunters, job vacancies in the job market and their skills at hand. Apparently in the Philippines, the number of job hunters were bigger than vacancies, and the skills they possessed are relatively common among job hunters. Thus, job security matters to them, which includes tenurability or the stability in the organization and the benefits they acquire from the company. (Figure 9)

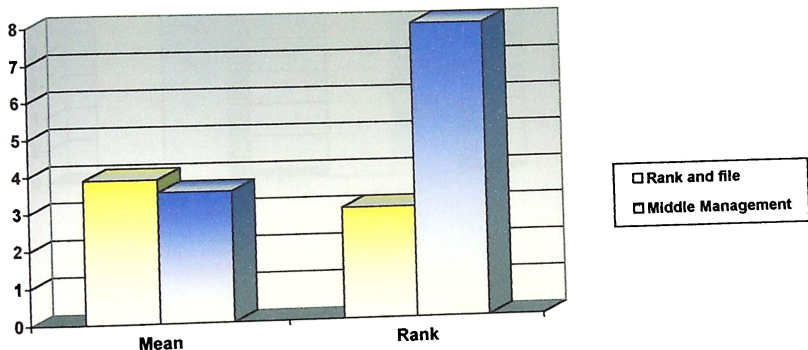


Figure 9: Mean and Rank Value for Security

Possibility of Growth

Possibility of Growth for middle management employees is very significant motivational factors, having a mean score of 4.333, ranking first among 13 other factors. Middle management employees tend to view possibility of growth to be compelling because it allows them to be able to rise in the organization and be included in the upper management level. Middle management employees compared to rank and file employees had a clear view of their career path that they are suitable to move to a higher position

from their current job. This is due to the skills and the specialized profession they possessed. (Figure 10)

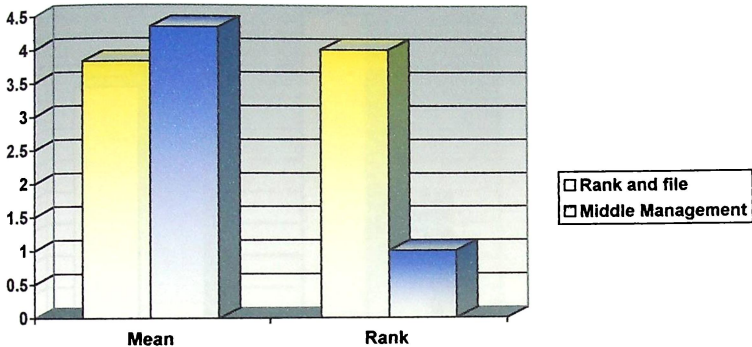


Figure 10: Mean and Rank Value for Possibility of Growth

Company Policies and Administration

Company policies and administration among middle management employees obtained a mean score of 4.133, 2nd among 13 other factors, which implies that middle management considered this an essential factor that will keep them engaged in their work.

They are motivated to work when company administration are adequate, such as organizational management, job delegation, and office communications between co-workers. It is also the same for company policies – policies that support career

advancement of employee and policies that aligns individual personal goals to company's objectives. (Figure 11)

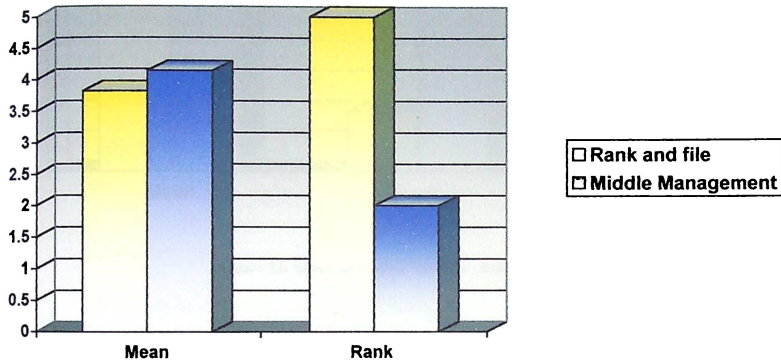


Figure 11: Mean and Rank Value for Company policies and administration

Achievement

Achievement for both group of employees, rank and file and middle management obtained mean score of 4.387 and 4.067, ranking 1st and 3rd respectively. This entails that for both levels of employees achievement is a very important motivational factor in their workplace. Both groups are motivated to work by prospects of accomplishment and contributing something of vale when presented with a challenge. In addition, it means that they generally compelled on excellence in their work, and pride oneself on competence and efficiency. (Figure 12)

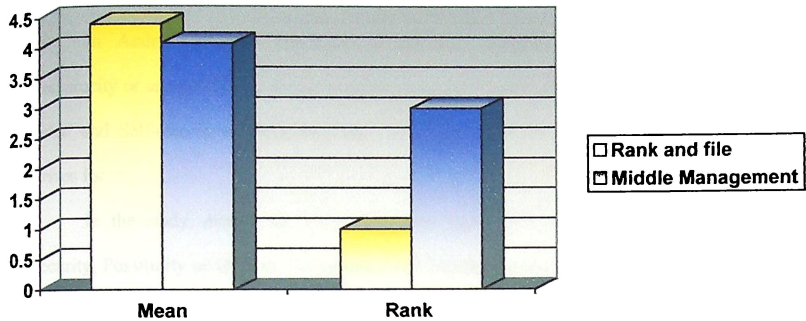


Figure 12: Mean and Rank Value for Achievement

Need Hierarchy Theory

In the light of Abraham Maslow's Need Hierarchy Theory Recognition, Possibility of Growth and Achievement are comprised in higher order need – Social or Affiliation, Esteem and Self-actualization needs. While Security and Company policies are in lower order needs – Security and Safety needs.

In the study it appears that the respondents are geared toward fulfillment of both of their higher and lower order needs. Thus, the notion of **prepotency**, lower needs should be substantially or completely satisfied before pursuing to higher order need, does not apply to them.

Filipino Hierarchy of Needs

In Andres' Filipino Hierarchy of Needs: Familism or *Pagmamalasakit*, Reciprocity or *utang na loob*, Social Acceptance or *Pakikisama*, Social mobility or *Pag-unlad* and Self-esteem or *Pagkamagaling/Pagkabayani* are the needs that a Filipino strives for.

In the study, motivating factors obtaining high mean scores - Achievement, Security, Possibility of Growth, Recognition and Company policies and administration, manifest in the concept of Filipino hierarchy of needs.

Social Mobility or *Pag-unlad*

Three of the factors which are Achievement, Possibility of Growth, Company policies and administration, and Security are revealed in the need for Social mobility or *Pag-unlad*. This implies that employees are operating in the level of moving upward the socioeconomic status, alleviating themselves to a decent life as well as higher status and improving oneself.

Self-esteem or *Pagkamagaling/Pagkabayani*

Recognition as motivating factor enters the concept of Filipino's need for *pagkamagaling* or *pagkabayani*. Employees operate as well on this level, particularly the rank and file employees. Rank and file employees derive motivation and satisfaction when his/her work is being recognized by higher management. The value of taking honor, pride and dignity in one's work is vital to the employees.

Influence of motivational factors in level of satisfaction

The satisfaction of employee, based on Herzberg's Dual Factor theory , can only emanate from "motivators". These motivators or satisfiers are: Achievement, Possibility of growth, Company policies and Administration, Recognition, Responsibility, Work itself, Advancement.

Motivators that have influence on level of satisfaction among rank and file employees are Achievement, Recognition and Possibility of Growth.

Prospects of attaining goals and objectives, gaining acknowledgement for efforts exerted and seeing a future for oneself in the company, tends to induce high satisfaction among rank and file employees compare to motivators such as Work Itself, Responsibility and Advancement. (Table 4)

Table 4: Rank, Mean and Standard Deviation scores for Motivators of Rank and File Employees Rank and File (N=30)

Rank	Motivational factors	Mean	Standard Deviation
1	Achievement	4.387	0.826
2	Recognition	4.153	0.857
3	Security	3.887	1.072
4	Possibility of growth	3.820	1.188
6.5	Work itself	3.660	1.231
11	Responsibility	3.273	1.284
12	Advancement	3.147	1.282

Middle management employees differ from rank and file employees in terms of what motivators that leads to high satisfaction. Middle management employees exhibits high scores in all motivators except Advancement, mean of 3.300 and rank 11.5. Advancement is the opportunity to move from one's organizational position to a higher position as a result of job performance. Thus, Possibility of Growth, achievement, Recognition Responsibility and Work Itself are the motivators that induced high

satisfaction among middle management employees. They derived satisfaction when they have an opportunity to seek future in the company, likelihood for achievement of personal goals, recognition of work done, acquired new duties, responsibility and freedom in work, and attained interest in work. (Table 5)

Table 5: Rank, Mean and Standard Deviation scores for Motivators of Middle Management Employees

Middle management (N=6)			
Rank	Motivational factors	Mean	Standard Deviation
1	Possibility of growth	4.333	0.479
2	Company policies and Administration	4.133	0.571
3	Achievement	4.067	0.785
5	Recognition	3.767	0.774
5	Responsibility	3.767	1.073
5	Work itself	3.767	0.858
11.5	Advancement	3.300	1.088

Influence of motivational factors in level of dissatisfaction

Based on Dual Factor theory, hygiene factors are meant to prevent dissatisfaction of employees when met at the appropriate level. Hygienes elicit unhappiness yet, do not induce satisfaction.

For rank and file employees Security, Company policies and administration, and Supervision – the fairness, competence and behavior of the employee’s superior when it comes to delegating or teaching the proper methods of work, introduce a higher degree of dissatisfaction when not offered substantially, in comparison to Interpersonal relations, Status and Salary.

Interpersonal relations refer to the relationship with other individual established in the workplace, whether to superiors, peers or subordinate. Status as a motivational factors

manifest in ways where in having power, prestige and incentive bonuses over the others of employees provides him motivation, hence satisfaction. Work conditions is having appropriate working environment which includes noise-free atmosphere, enough space and good equipment. And Salary as a motivating factor in workplace can be seen in ways of acquiring increment in wages or salary. (Table 6)

Table 6: Rank, Mean and Standard Deviation scores for Hygienes of Rank and File Employees Rank and File (N=30)

Rank	Motivational factors	Mean	Standard Deviation
5	Company policies and Administration	3.813	1.019
6.5	Supervision	3.660	1.186
8	Work Conditions	3.560	1.096
9	Interpersonal relations	3.400	1.524
10	Status	3.387	1.104
13	Salary	2.913	1.055

As for middle management employees Hygiene factors that produces high dissatisfaction is Company policies only. Accordingly, Supervision, Security , Interpersonal relations, work conditions, Status and Salary produce dissatisfaction but not as high as Company policies and administration is not adequately proffered.

Table 7: Rank, Mean and Standard Deviation scores for Hygienes of Middle Management Employees Middle management (N=6)

Rank	Motivational factors	Mean	Standard Deviation
2	Company policies and Administration	4.133	0.571
7	Supervision	3.567	0.935
8	Security	3.533	1.008
9.5	Interpersonal relations	3.433	0.935
9.5	Work Conditions	3.433	1.040
11.5	Status	3.300	0.877
13	Salary	2.633	1.066

Chapter 5

Summary, Conclusions and Recommendations

Summary and Conclusions

It has been found that both rank and file and middle management employees are motivated to work when motivational factors such as Achievement, Recognition, Security, Possibility of growth and Company policies and administration are reinforced in the workplace. The employees feel stimulated at workplace when (1) they have accomplished and contributed a worth of value, (2) acknowledgement is endorsed by the organization, (3) their future is secured in the company, (4) the likelihood of advancing from current job, or acquiring new skills and knowledge are clear enough and (5) company policies and administration foster open communication and beneficial objectives.

Though other factors presented by Herzberg such as Supervision, Work Itself, Work Conditions, Interpersonal Relations, Status, Responsibility, Advancement and Salary are considered by the employees, it can be drawn out that Achievement (mean score 8.454), Possibility of growth (mean score 8.153), Company policies and Administration (mean score 7.964), Recognition (mean score 7.92), and Security (mean score 7.42) elicit high motivation for workers to perform their duties.

The study also shows that both groups of employees tend to strive in fulfillment of their higher and lower order needs. As Achievement, Possibility of growth, Recognition is marked on high order needs, which are esteem and Self-Actualization needs of Abraham Maslow's Hierarchy of needs theory. As for lower needs, Job security and Company policies and administration is revealed in needs for security and safety.

This implies that employees desire to fulfill those needs that (1) would not deprive them from having basic needs, which are Job security and Company policies and administration, and (2) would make them feel proud and capable being.

In Filipino concept, it could be noted that the employees tend to exhibit their motivation towards work in the higher level of Filipino Hierarchy of needs, defined by Dr. Tomas Andres; which are Social Mobility or *Pag-unlad* and need for Self-esteem or *pagkamagaling/pagkabayani*. Employees are inclined in the opportunities to improve oneself, climb the social ladder at the same time acquiring dignity, pride and honor in their work.

It appears that employees consider these values or needs to be compelling than other values, like Familism or *pagmalasakit*, Reciprocity or *utang na loob* and Social Acceptance or *pakikisama*. Social mobility or *Pag-unlad* and need for Self-esteem or *pagkamagaling* or */pagkabayani* needs are essential in the Philippines' current socioeconomic status.

As the Dual Factor Theory stated, only motivators will lead to satisfaction. Among Rank and File employees the motivators that would bring out high satisfaction are Achievement, Recognition and Possibility of growth. As for middle management employees all motivators apart from Advancement produce high satisfaction.

In terms of influence of hygienes on dissatisfaction, Company policies and administration, Supervision and Security elicit high dissatisfaction for rank and file employees when not significantly offered; as Interpersonal relations, Status, Salary, and Work Conditions provide less dissatisfaction. For middle management employees, only inadequate Company policies and Administration will bring out high dissatisfaction

compared to Supervision, Security, Interpersonal relations, work conditions, Status and Salary. This spells that satisfaction and dissatisfaction of the groups of employees varies slightly. Though there were some differences, the similarities are significant when considering what programs and plans should be developed in order to attain satisfaction of employees in workplace.

Recommendations

Implications for practice

Motivational factors such as Achievement, Recognition, Possibility of growth Company policies and administration and Security are reinforced appear to motivate employees of Medical Plastic Corporation in their workplace. Moreover, these factors influence the satisfaction that the employees derived from doing their job. The motivational factors investigated are significant elements in the workplace particularly due to the possible influences on individual performance. This research, therefore, brings support to the importance of individual motivation and satisfaction within the organization.

Based on the findings, it can be concluded that when motivational factors are utilized essentially can empower the motivation and satisfaction, hence, better performance of workers. Therefore, strategies geared toward energizing the organization should be implemented, such as: investing on training and development, recognition of work of efforts done, building mechanisms for ensuing trust, open communications and support to achieve personal goals and job security.

Limitations and Future Research

This study suggests significant motivational factors of Filipino industrial workers. There are however, some limitations to this study. Future research might involve less reliance on perceptual or attitude-based measures. A more objective method for collecting factors that produces motivation and satisfaction of employees is advised. Such as, in-depth interview on their actual experiences causing motivation and satisfaction, and document analysis of employee's performance and performance appraisal.

Although this study used an almost 100% response rate from the target population, future research should investigate other variations on organizational hierarchy like upper management, piece-rate workers, etc.; as well as multiple organizations and industries. The motivational factors preferred by the employees may vary, looking across organizations, where people of different socioeconomic status, values and orientations exist, in which diverse result may emerge.

In the present study, although the motivational factor for 2 groups of employees were almost similar, there are still differences in what motivational factors influence the level of satisfaction. A thorough investigation by checking actual relation of certain motivational factor in one's level of satisfaction is recommended.

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APPENDICES

Respondent's Profile
Appendix A

Category		N		
Gender	Male	19		
	Female	17		36
Civil Status	Single	22		
	Married	14		
	with Children	12		36
Age	median	26		
	range	19-49		
Years of working in the company	8 months to 11months	7		
	1 year - 1 yr and 11 months	9		
	2 years - 2 yrs and 11 months	7		
	3 years	6		
	4 years	2		
	5 years	1		
	6 years	2		
	7 years	1		
	8 years			
	9 years	1		36
Position	rank and file			
	Bookkeeper	1		
	Accounting Assistant	1		
	Warehouse Helper	5		
	Production Coordinator	1		
	Warehouse Custodian	2		
	Checker	1		
	Q&A/R&d Assistant	1		
	Machine Operator	7		
	Telephone Operator	1		
	QC Inspector	4		
	Line Leader	3		
	Señior Mechanic	1		
	Maintenance Technician	1		
	Line Mechanic	1	30	
	middle management			
	QC Supervisor	1		
	Manufacturing Supervisor	1		
	R&D Secretary/ ISO Document	1		
	Chief Accountant	1		
	Warehouse Supervisor	1		
	Human Resorce Manager	1	6	36
Address	San Pedro	27		
	Laguna	3		
	Out of Laguna	6		36

Company Profile**MEDICAL PLASTIC CORPORATION**

Medical Plastic Corporation was organized in 1969 by making plastic only with a small capital its first project was to learn plastic technology of extrusion. The second project was to make polycarbonate feeding bottles; these bottles are boilable, light, and transparent like glass. These were pioneer projects which became popular in the market.

Subsequently, Medical Plastic Corporation was also the pioneer in making alcohol bottles made of PE, which also became popular, that many alcohol manufacturers patronized this product and latter tagged Medical Plastic Corporation as alcohol country. It remained in the PE business for 25 years, and made PE bottles for drugs, cosmetics and condiments.

Medical Plastic Corporation had been pioneered again in making hot-filled bottles using 2-stage machine. Chen-Hsong Pet system produced pre-forms and blown by SIDEL 23HR machine. Hot-fill according to SIDEL is now running in full capacity and acquiring the 2nd SIDEL and IO 2nd Chen-Hsong machines. Chen-Hsong perform capacity is 50,000/day and blown simultaneously by SIDEL with the same capacity of 50,000/day or 24,000 bottles per hour.

The tamper evident caps are being produced 60,000 caps/day; to go hand and hand with bottles. The PE division is now concentrating on bigger accounts especially for foods like catsup, vinegar, mayonnaise, and for detergents and household chemicals.

LEL PLASTIC GROUP OF COMPANIES

Mission:

"Grow our business by providing customers with highest quality products and services."

Vision:

"Achieve leadership in our business through profitable growth, dedication to quality, service and technology."

Quality Policy

"LEL Plastic Group of Companies" is committed to its customers, employees and stockholders through the manufacture and supply of high quality packaging products."

In support of this commitment, it shall:

- Ensure products are in accordance with the right specification and standard.
- Deliver on time with the right quantity.
- Provide products at reasonable price.
- Keep up with the acceptable Global technology
- Maintain conducive working environment and atmosphere for the development and welfare of its people
- Develop long-term relationship with its suppliers.
- Provide a mechanism for continuous improvement.

Taken from - LEL Group of Companies: Welcome the new millennium, face the global challenge.

Letter to the Company

**College of Arts and Sciences
University of the Philippines-Manila
Padre Faura st., Ermita, Manila**

February 13, 2003

Dr. Lino Ed. Lim, MD MBA
Chairman
LEL Group of Companies
San Vicente road cor. South Super Highway,
San Pedro, Laguna, Philippines.

Dear Dr. Lim,

I am Myrna Jane Moreño, a senior BA Behavioral Sciences student, currently undertaking a study on motivational factors in the workplace among employees in industrial organization, as a research topic for my thesis.

Specifically, the purpose of my study is to determine the factors that motivate employees to become productive in the organization. In this regard, I am requesting your permission to allow me to conduct my study one of your companies, which is the Medical Plastic Corporation.

Sincerely,

Myrna Jane Moreño

Noted by:

Professor Veneranda S. Geronimo, MIR
Thesis Adviser

Domains for Motivational Factors

(English)

Interpersonal relations

1. I work better in group activities than activities done alone.
2. I appreciate being treated with courtesy.
3. I enjoy coming to work because of the people around me.
4. I am inspired by the support and encouragement from my team mates.
5. I work hard regardless of my social relation to my manager.

Achievement

6. I work harder when my real skills and capacities are put to use in the job.
7. I always give my best in everything that I do.
8. I believe that pride in one's work is an important reward.
9. I am naturally active; set goals and enjoy striving.
10. My job satisfaction depends very much on achieving my goals.

Recognition

11. I am motivated when my success is acknowledged by the management.
12. I would prefer to move to a higher job, in which efforts are appreciated.
13. Individual recognition for an above standard performance means a lot to me.
14. Visibility with the management is important to me.
15. I am inspired, when my ideals, opinions, and feelings were been considered by the company.

Responsibility

16. I need a sense that I am respected and capable of assuming responsibility.

- 17. I become more interested in working, when it I have the liberty to do it on my own.
- 18. I generally like to make job-related decisions with minimum supervision.
- 19. I become more competent when I have freedom in completing my tasks.
- 20. Making key decisions in the company make me worry.

Advancement

- 21. I work hard to be promoted.
- 22. I am very determined to get on the top of the organizational hierarchy.
- 23. I do not need to be promoted in order to be productive. (-)
- 24. Moving to a higher status job is not important to me.
- 25. If offered promotion and more status elsewhere, I would move immediately.

Work Itself

- 26. I enjoy doing my job.
- 27. My enthusiasm in my job is more important than anything else.
- 28. I am naturally tired of monotonous routine and enjoy new experiences.
- 29. I believe that jobs must be designed to fit people.
- 30. My satisfaction depends very much on how much I am interested in my job.

Possibility of Growth

- 31. I see a future for myself in the company.
- 32. I ensure that I have training that the company requires me.
- 33. Having a clear and effective system of career development is important to me.
- 34. I am stimulated by new skills that I learned.
- 35. I don't care about the opportunities to develop new skills and learning new knowledge.(-)

Work Conditions

- 36. Having a pleasant working environment, matters to me.
- 37. The space and facilities I have affects my performance in the job.
- 38. I believe that having good equipment is important to employees.
- 39. Noise and other distractions in the workplace, don't bother me at all.
- 40. I would leave my job if the atmosphere is better in the new job.

Supervision

- 41. I believe that people need to be told, shown and trained in proper methods of work.
- 42. I need specific instructions on what to do and how to do, in order to perform better.
- 43. Management style affects my performance on the job.
- 44. Criticisms from the upper management challenge me to work hard.
- 45. My superiors have influence in the quality of my work.

Security

- 46. The main force keeping me productive in my work is the fear of being fired.
- 47. When thinking of keeping my job, I would consider company benefits as an important factor.
- 48. Job security is essential to me.
- 49. The long term future of the company is of minor concern to me.
- 50. I feel that working for the company will lead to the kind of future I want.

Company policy and administration

- 51. There are policies in the company that supports my career advancement.
- 52. The way the company manages keeps me engaged at my work.

53. Better job description would be beneficial; it will let me know what exactly is expected from me.

54. Communications between me and my fellow workers enables me to do my job efficiently.

55. My personal interest and goals are aligned with the company's objectives.

Status

56. The thought of having power over the others motivates me very much.

57. High-status job increases my self-esteem.

58. I desperately want to be given a prestigious job.

59. Individual incentive bonuses would improve my performance.

60. Acquiring a company car gives me a feeling of personal accomplishment.

Salary

61. I feel my salary is enough for my work load.

62. I have little concern beyond immediate material interest.

63. Maximizing my earnings is more important to me than my productiveness in the company.

64. Money is a very significant factor in planning my career.

65. My job satisfaction depends very much on how much I earn.

Domains for Motivational Factors

(Filipino)

Interpersonal Relations

1. Mas mainam akong magtrabaho pagkabilang sa grupo kaysa ako'y mag-isa.
2. Mahalaga sa akin na binibigyan ako ng respeto sa trabaho.
3. Nasisiyahan akong pumasok sa trabaho dahil sa mga aking mga kasamahan.
4. Ako'y ginaganahan sa trabaho dahil sa suporta at pagpupursigi sa akin ng aking kasamahan
5. Walang kinalaman ang pakikitungo ko sa aking supervisor sa pagiging masipag ko sa trabaho. (-)

Achivement

6. Pinag-iigihan ko ang aking pagtrabaho kapag ang mga kakayahan at talento ko ay ginagamit sa aking mga gawain.
7. Binibigay ko ang lubos kong kakayahan sa lahat ng aking ginagawa.
8. Naniniwala ako na ang karangalan sa trabaho ay mahalagang gantimpala
9. Ako'y likas na aktibo; may plano sa buhay at nasisiyahan sa pagsisikap.
10. Ang pagkakuntento ko sa trabaho ay nakadepende kung maisakatutuparan ko ang mga plano ko sa buhay.

Recognition

11. Ako'y naeenganyong magtrabaho ng mabuti kapag ang pagtatagumpay ko sa trabaho ay kinikilala ng *management*.
12. Ako'y lilipat sa mas mataas na posisyon kung saan ang mga pagsisikap ko sa trabaho ay kinikilala.
13. Ang pagpaparangal sa magandang at maayos trabaho ay mahalaga sa akin.

14. Mahalaga sa akin na ako'y makilala ng *management*.
15. May gana akong magtrabaho kung alam kong pinakikinggan at bibigyan-pansin ng kompanya ang aking mga kuro-kuro, opinion at nararamdaman.

Responsibility

16. Kailangan kong maramdaman na ako'y nirerespeto at may kakayahang tumanggap ng responsibilidad.
17. Nagiging interesado ako sa pagtrabaho kapag ginagawa ko itong mag-isa.
18. Gusto kong nagsasagawa ng mga desisyong may kinalaman sa aking trabaho ng walang nakiki-alam.
19. Ako'y nagiging mas magaling magtrabaho kapag malaya akong tapusin ang aking mga gawain.
20. Ako'y nag-aalala sa pagsasagawa ng malalaking desisyon na makakaapekto sa kompanya.(-)

Advancement

21. Pinag-iigihan ko ang aking trabaho upang ako'y ma-*promote*.
22. Determinado akong umangat ng posisyon sa kompanya.
23. Hindi ko kailangang ma-*promote* para lang maging masipag sa trabaho. (-)
24. Ang pag-lipat sa mataas na posisyon sa kompanya ay hindi mahalaga sa akin. (-)
25. Kung ako'y bibigyan ng pagkakataon na magkaroon ng mataas na posisyon sa ibang kompanya, ako'y daliang lilipat.

Work Itself

26. Masaya kong ginagawa ang aking trabaho.
27. Ang kasayahan ko sa aking trabaho ay may higit na kahalagahan.

28. Ako'y kalimitang tinatamad sa paulit-ulit na gawain at kinagigiliwan ko ang mga bagong karanasan.
29. Naniniwala ako na ang mga trabaho ay nararapat lang na ankop sa nagtrabaho.
30. Ang pagkakakuntento ko sa trabaho ay depende sa interes ko sa aking mga gawain,

Possibility of Growth

31. Nakikita ko na maganda ang aking kinabukasan sa kompanyang ito.
32. Sinisiguro ko na sapat ang aking mga *training* o pagsasanay na kinakailangan sa kompanya.
33. Ang pagkakaroon ng maliwanag at mabisang sistema ng pagpapaunlad ng *career* ay mahalaga sa akin.
34. Ako'y nasisiglahan sa mga bagong kaalaman at kakayahang natutunan.
35. Wala akong paki-alam sa mga pagkakataong magpapaunlad at magdadagdag ng aking abilidad at kaalaman sa trabaho. (-)

Work Conditions

36. Ang pagkakaroon ng maayos na lugar na pagtrabahuan ay mahalaga sa akin.
37. Ang lugar at mga kagamitan ay nakakaapekto sa kalidad ng aking trabaho.
38. Naniniwala ako na ang pagkakaroon ng maganda at epektibong kagamitan ay mahalaga sa mga empleyado.
39. Hindi ako naapektuhan ng mga ingay at gulo sa trabaho. (-)
40. Iiwanan ko ang aking kasalukuyang trabaho kung may mas magandang lugar sa lilipatang trabaho.

Supervision

41. Naniniwala ako na ang mga tao ay dapat turuaan, pakitaan at sinasanay sa tamang pamamaraan ng pagtrabaho.
42. Kailangan ko ng detalyadong kautusan sa kung ano at paano gagawin ang trabaho upang ako'y maging mahusay na empleyado.
43. Ang paraan ng pamamahala ng kompanya ay nakakaapekto sa aking trabaho.
44. Ang pamumuna at pagpapansin ng mga nakakataas ng posisyon sa kompanya ay nagtutulak sa akin na magtrabaho ng mabuti.
45. Naiimpluwensyahan ng aking *supervisor* ang kalidad ng aking trabaho.

Security

46. Ang pangunahing dahilan ko sa pagiging masipag sa trabaho ay dahil ayaw kong masisante.
47. Kapag iniisip ko ang panantili sa trabaho, iniisip ko rin ang mga benipisyo na binibigay ng kompanya.
48. Mahalaga sa akin ang seguridad sa trabaho.
49. Ang kinabukasan ng kompanya ay di-gaanong mahalaga sa akin. (-)
50. Sa aking pagtrabaho sa kompanya, nararamdaman ko na maitutungo ako nito sa kinabukasang aking ninanais.

Company policies and administration

51. May mga patakaran sa kompanya na sumusuporta sa paunlad sa trabaho.
52. Nananatili akong matiyaga sa trabaho dahil sa pamamaraan ng pamamahala ng kompanya.
53. Mas nakabubuti ang detalyadong larawan ng mga gawain, dahil nalalaman ko kung ano talaga ang inaasahan sa akin.

54. Mas epektibo akong magtrabaho kung maganda ang komunikasyon sa pagitan ko at ng aking mga kasamahan.
55. Ang personal kong interes at ninanais sa buhay ay halintulad sa mga layunin ng kompanya.

Status

56. Ginaganahan ako kapag naiisip ko na may kapangyarihan akong pamunuan ang iba.
57. Nakadadagdag ng pagpapahalaga ko sa sarili ang mataas na posisyon sa trabaho.
58. Desperado akong mabigyan ng magandang posisyon sa trabaho.
59. Ang mga *bonus* ay nakapagpapabuti ng gawain sa trabaho.

Salary

60. Ang pagkaroon ng gantimpala o pabuya sa kompanya ay dagdudulot sa akin ng pakiramdam ng pagtatagumpay.
61. Nararamdaman ko na sapat ang aking sweldo para sa trabahong ginagawa ko.
62. Wala akong paki-alam sa mga material na bagay. (katulad ng pera) (-)
63. Ang pagpaparami ng aking ipon ay higit na mahalaga kaysa sa pagiging mahusay ko sa kompanya.
64. Napakahalagang bagay ang pera sa pagpapalano ng aking *career*.
65. Ang pagkakakuntento ko sa trabaho ay depende sa aking kinikita.

Personal details

APPENDIX F

Name: _____ Age: _____ Sex: _____ Civil status: _____

Address: _____ If married no. of children: _____

Position in the company: _____

Number of years working in Medical Plastic Corporation: _____

- II. INSTRUCTIONS: Please read each statement below carefully, and decide the extent to which you agree or disagree with each one. Please indicate the extent to which you agree or disagree with each statement by checking the appropriate box. Please make sure that you provide a response to ALL the statements. There are no right or wrong answers. Please read each item very carefully before providing a response.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
1. I work better in group activities than activities done alone.					
2. I appreciate being treated with courtesy.					
3. I enjoy coming to work because of the people around me.					
4. I am inspired by the support and encouragement from my team mates.					
5. I work hard regardless of my social relation to my manager.					
6. I work harder when my real skills and capacities are put to use in the job.					
7. I always give my best in everything that I do.					
8. I believe that pride in one's work is an important reward.					
9. I am naturally active; set goals and enjoy striving.					
10. My job satisfaction depends very much on achieving my goals.					
11. I am motivated when my success is acknowledged by the management.					
12. I would prefer to move to a higher job, in which efforts are appreciated.					
13. Individual recognition for an above standard performance means a lot to me.					
14. Visibility with the management is important to me.					
15. I am inspired, when my ideals, opinions, and feelings were considered by the company.					
16. I need a sense that I am respected and capable of assuming responsibility.					
17. I become more interested in working, when I have the liberty to do it on my own.					
18. I generally like to make job-related decisions with minimum supervision.					\$9

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
19. I become more competent when I have freedom in completing my tasks.					
20. Making key decisions in the company make me worry.					
21. I work hard to be promoted.					
22. I am very determined to get on the top of the organizational hierarchy.					
23. I do not need to be promoted in order to be productive.					
24. Moving to a higher status job is not important to me.					
25. If offered promotion and higher status elsewhere, I would move immediately.					
26. I enjoy doing my job.					
27. My enthusiasm in my job is more important than anything else.					
28. I am naturally tired of monotonous routine and enjoy new experiences.					
29. I believe that jobs must be designed to fit people.					
30. My satisfaction depends very much on how much I am interested in my job.					
31. I see a future for myself in the company.					
32. I ensure that I have training that the company requires me.					
33. Having a clear and effective system of career development is important to me.					
34. I am stimulated by new skills that I learned.					
35. I don't care about the opportunities to develop new skills and learning new knowledge.					
36. Having a pleasant working environment, matters to me.					
37. The space and facilities I have affects my performance in the job.					
38. I believe that having good equipment is important to employees.					
39. Noise and other distractions in the workplace, don't bother me at all.					
40. I would leave my job if the atmosphere is better in the new job.					
41. I need specific instructions on what to do and how to do, in order to perform better.					
42. I believe that people need to be told, shown and trained in proper methods of work.					
43. Management style affects my performance on the job.					
44. Criticisms from the upper management challenge me to work hard.					
45. My superiors have influence in the quality of my work.					
46. The main force keeping me productive in my work is the fear of being fired.					60

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
47. When thinking of keeping my job, I would consider company benefits as an important factor					
48. Job security is essential to me.					
49. The long term future of the company is of minor concern to me.					
50. I feel that working for the company will lead to the kind of future I want.					
51. There are policies in the company that supports my career advancement.					
52. The way the company manages keeps me engaged at my work.					
53. Better job description would be beneficial; it will let me know what exactly is expected from me.					
54. Communications between me and my fellow workers enables me to do my job efficiently.					
55. My personal interest and goals are aligned with the company's objectives.					
56. The thought of having power over the others motivates me very much.					
57. High status job increases my self-esteem					
58. Acquiring a company car gives me a feeling of personal accomplishment.					
59. I desperately want to be given a prestigious job.					
60. Individual incentive bonuses would improve my performance.					
61. I feel my salary is enough for my work load.					
62. I have little concern beyond immediate material interest.					
63. Maximizing my earnings is more important to me than my productiveness in the company.					
64. Money is a very significant factor in planning my career.					
65. My job satisfaction depends very much on how much I earn.					

Thank You!

Pangalan: _____ Edad: _____ Kasarian: _____

Tirahan: _____

Kung kasal na o may anak, ilan ang anak: _____

Posisyon sa companya: _____

Bilang ng taon ng pagtrabaho sa Medical Plastic Corporation: _____

II. Panuto:

Magyari lamang na basahin ang mga pangungusap sa ibaba at isipin kung gaano ka sumasang-ayon o di-sumasang-ayon sa bawat pangungusap. Ipahayag kung gaano ka sumasang-ayon o di-sumangsangayon sa pamamagitan ng paglagay ng tsek ☒ sa kahon.

Siguraduhin lamang na inyong sasagutan ang lahat ng pangungusap.

Tandaan: walang tama o maling sagot dito.

Paki basa at intindihin ang bawat pangungusap ng mabuti bago magbigay ng kasagutan.

	Lubos na sumasang-ayon	Sumasang-ayon	Walang posisyon	Hindi sumasang-ayon	Lubos na di-sumasang-ayon
1. Mas mainam akong magtrabaho pagkabilang sa grupo kaysa ako'y mag-isa.					
2. Mahalaga sa akin na binibigyan ako ng respeto sa trabaho.					
3. Nasisiyahan akong pumasok sa trabaho dahil sa mga aking mga kasamahan.					
4. Ako'y ginaganahan sa trabaho dahil sa suporta at pagpupursigi sa akin ng aking kasamahan					
5. Walang kinalaman ang pakikitungo ko sa aking supervisor sa pagiging masipag ko sa trabaho.					
6. Pinag-iigihan ko ang aking pagtrabaho kapag ang mga kakayahan at talento ko ay ginagamit sa aking mga gawain.					
7. Binibigay ko ang lubos kong kakayahan sa lahat ng aking ginagawa.					
8. Naniniwala ako na ang karangalan sa trabaho ay mahalagang gantimpala					
9. Ako'y likas na aktibo; may plano sa buhay at nasisiyahan sa pagsisikap.					
10. Ang pagkakuntento ko sa trabaho ay nakadepende kung maisakatutuparan ko ang mga plano ko sa buhay.					
11. Ako'y naeenganyong magtrabaho ng mabuti kapag ang pagtatagumpay ko sa trabaho ay kinikilala ng management.					
12. Ako'y lilipat sa mas mataas na posisyon kung saan ang mga pagsisikap ko sa trabaho ay kinikilala.					
13. Ang pagpaparangal sa magandang at maayos trabaho ay mahalaga sa akin.					
14. Mahalaga sa akin na ako'y makilala ng management.					
15. May gana akong magtrabaho kung alam kong pinakikinggan at bibibigyan-pansin ng kompanya ang aking mga kuro-kuro, opinion at nararamdaman.					

	Lubos na sumasang-ayon	Sumasang-ayon	Walang posisyon	Hindi sumasang-ayon	Lubos na di-sumasang-ayon
16. Kailangan kong maramdaman na ako'y nire respeto at may kakayahang tumanggap ng responsibilidad.					
17. Nagiging interesado ako sa pagtatrabaho kapag ginagawa ko itong mag-isa.					
18. Gusto kong nagsasagawa ng mga desisyong may kinalaman sa aking trabaho ng walang nakiki-alam.					
19. Ako'y nagiging mas magaling magtrabaho kapag malaya akong tapusin ang aking mga gawain.					
20. Ako'y nag-aalala sa pagsasagawa ng malalaking desisyon na makakaapekto sa kompanya.					
21. Pinag-iigihan ko ang aking trabaho upang ako'y <i>ma-promote</i> .					
22. Determinado akong umangat ng posisyon sa kompanya.					
23. Hindi ko kailangang <i>ma-promote</i> para lang maging masipag sa trabaho.					
24. Ang pag-lipat sa mataas na posisyon sa kompanya ay hindi mahalaga sa akin.					
25. Kung ako'y bibigyan ng pagkakataon na magkaroon ng mataas na posisyon sa ibang kompanya, ako'y daliang lilipat.					
26. Masaya kong ginagawa ang aking trabaho.					
27. Ang kasayahan ko sa aking trabaho ay may higit na kahalagahan.					
28. Ako'y kalimitang tinatamad sa paulit-ulit na gawain at kinagigiliwan ko ang mga bagong karanasan.					
29. Naniniwala ako na ang mga trabaho ay nararapat lang na angkop sa pagtatrabaho.					
30. Ang pagkakakuntento ko sa trabaho ay depende sa interes ko sa aking mga gawain.					
31. Nakikita ko na maganda ang aking kinabukasan sa kompanyang ito.					
32. Sinisiguro ko na sapat ang aking mga <i>training</i> o pagsasanay na kinakailangan sa kompanya.					
33. Ang pagkaroon ng maliwanag at mabisang sistema ng pagpapaunlad ng <i>career</i> ay mahalaga sa akin.					
34. Ako'y nasisiglahan sa mga bagong kaalaman at kakayahang natutunan.					
35. Wala akong paki-alam sa mga pagkakataong magpapaunlad at magdadagdag ng aking abilidad at kaalaman sa trabaho.					
36. Ang pagkaroon ng maayos na lugar na pagtatrabahuan ay mahalaga sa akin.					
37. Ang lugar at mga kagamitan ay nakakaapekto sa kalidad ng aking trabaho.					
38. Naniniwala ako na ang pagkaroon ng maganda at epektibong kagamitan ay mahalaga sa mga empleyado.					
39. Hindi ako naapektuhan ng mga ingay at gulo sa trabaho.					
40. Iwanan ko ang aking kasalukuyang trabaho kung may mas magandang lugar sa lilipatang trabaho.					
41. Naniniwala ako na ang mga tao ay dapat turuan, pakitaan at sinasanay sa tamang pamamaraan ng pagtatrabaho.					

	Lubos na sumasang-ayon	Sumasang-ayon	Walang posisyon	Hindi sumasang-ayon	Lubos na di-sumasang-ayon
42. Kailangan ko ng detalyadong kautusan sa kung ano at paano gagawain ang trabaho upang ako'y maging mahusay na empleyado.					
43. Ang paraan ng pamamahala ng kompanya ay nakakaapekto sa aking trabaho.					
44. Ang pamumuna at pagpapansin ng mga nakakataas ng posisyon sa kompanya ay nagtutulak sa akin na magtrabaho ng mabuti.					
45. Naiimpluwensyahan ng aking supervisor ang kalidad ng aking trabaho.					
46. Ang pangunahing dahilan ko sa pagiging masipag sa trabaho ay dahil ayaw kong masisante.					
47. Kapag iniisip ko ang panantili sa trabaho, iniisip ko rin ang mga benipisyo na binibigay ng kompanya.					
48. Mahalaga sa akin ang seguridad sa trabaho.					
49. Ang kinabukasan ng kompanya ay di-gaanong mahalaga sa akin.					
50. Sa aking pagtratrabaho sa kompanya, nararamdaman ko na maitutungo ako nito sa kinabukasang aking ninanais.					
51. May mga patakaran sa kompanya na sumusuporta sa paunlad sa trabaho.					
52. Nananatili akong mati-yaga sa trabaho dahil sa pamamaraan ng pamamahala ng kompanya.					
53. Mas nakabubuti ang detalyadong larawan ng mga gawain, dahil nalalaman ko kung ano talaga ang inaasahan sa akin.					
54. Mas epektibo akong magtrabaho kung maganda ang komunikasyon sa pagitan ko at ng aking mga kasamahan.					
55. Ang personal kong interes at ninanais sa buhay ay halintulad sa mga layunin ng kompanya.					
56. Ginaganahan ako kapag naiisip ko na may kapangyarihan akong pamunuan ang iba.					
57. Nakadadagdag ng pagpapahalaga ko sa sarili ang mataas na posisyon sa trabaho.					
58. Desperado akong mabigyan ng magandang posisyon sa trabaho.					
59. Ang mga <i>bonus</i> ay nakapagpapabuti ng gawain sa trabaho.					
60. Ang pagkaroon ng gantimpala o pabuya sa kompanya ay dagdudulot sa akin ng pakiramdam ng pagtatagumpay.					
61. Nararamdaman ko na sapat ang aking sweldo para sa trabahong ginagawa ko.					
62. Wala akong paki-alam sa mga material na bagay. (katulad ng pera)					
63. Ang pagpaparami ng aking ipon ay higit na mahalaga kaysa sa pagiging mahusay ko sa kompanya.					
64. Napakahalagang bagay ang pera sa pagpapalano ng aking <i>career</i> .					
65. Ang pagkakakuntento ko sa trabaho ay depende sa aking kinikita.					

		RESPONDENTS										
FACTORS	ITEM NO.	a	b	c	d	e	f	g	h	i	j	k
Interpersonal relations	item 1	2	4	4	4	5	0	4	2	4	5	0
	item 2	5	5	5	5	4	4	5	5	5	4	5
	item 3	4	4	5	2	4	2	4	2	4	5	4
	item 4	5	4	5	4	4	1	5	5	4	5	5
	item 5	2	2	2	2	2	2	4	1	2	1	1
Achievement	item 6	4	4	5	4	5	4	4	5	5	5	5
	item 7	5	5	5	5	5	4	5	5	5	5	5
	item 8	5	5	5	5	4	5	4	5	5	5	4
	item 9	5	5	5	5	5	4	4	5	5	5	4
	item 10	4	4	5	2	5	2	4	5	5	4	3
Recognition	item 11	5	4	5	4	5	2	2	5	5	3	4
	item 12	5	5	5	0	5	4	4	5	5	4	3
	item 13	5	5	5	4	5	4	5	5	5	5	4
	item 14	5	5	5	4	5	4	4	5	5	3	4
	item 15	5	5	5	4	5	2	4	5	5	4	4
Responsibility	item 16	5	4	5	4	5	4	5	5	5	4	5
	item 17	4	2	4	2	4	4	2	4	4	2	0
	item 18	2	4	4	2	3	4	2	2	4	2	3
	item 19	5	4	4	0	5	4	5	4	4	4	0
	item 20	2	2	4	2	4	5	1	4	4	2	3
Advancement	item 21	5	4	5	0	5	4	2	5	5	2	3
	item 22	5	5	5	4	5	5	2	5	5	4	3
	item 23	2	1	1	2	1	4	2	1	1	1	3
	item 24	4	5	2	2	2	2	2	2	2	4	3
	item 25	2	2	3	2	3	2	2	3	3	5	3
Work itself	item 26	5	5	5	4	5	4	5	5	5	4	4
	item 27	5	5	4	4	5	4	5	5	5	2	4
	item 28	4	5	4	0	4	4	4	4	3	2	3
	item 29	5	5	3	4	5	4	4	3	4	4	3
	item 30	5	4	2	0	4	4	2	4	5	4	3
Possibility of Growth	item 31	4	5	5	4	5	2	2	5	5	4	0
	item 32	4	5	5	4	5	4	4	5	5	4	4
	item 33	5	5	5	4	5	4	4	5	5	4	0
	item 34	5	5	5	5	5	4	5	5	4	4	5
	item 35	4	5	2	0	2	4	0	2	2	4	4
Work Conditions	item 36	5	5	5	4	4	4	5	4	3	4	5
	item 37	5	5	3	0	4	0	5	4	4	2	4
	item 38	5	5	4	4	4	4	5	4	4	3	4
	item 39	4	4	2	4	2	2	1	2	3	4	4
	item 40	4	1	3	2	3	2	4	3	5	2	3
Supervision	item 41	5	5	5	4	5	4	5	5	4	5	4
	item 42	2	4	5	4	4	4	5	5	3	4	3
	item 43	4	5	3	2	3	3	2	3	4	3	4
	item 44	4	2	4	4	4	0	4	4	4	4	3
	item 45	4	2	4	0	4	4	4	4	4	4	4
Security	item 46	2	2	5	2	5	1	4	5	5	2	3
	item 47	5	4	5	0	4	5	5	4	4	2	3
	item 48	5	5	4	4	5	4	5	5	5	4	4
	item 49	4	5	4	4	4	1	2	4	4	5	4
	item 50	4	4	5	4	5	2	5	5	5	4	3
Company policies & admin	item 51	4	4	3	4	3	5	4	3	3	4	3
	item 52	4	4	4	0	4	4	5	4	2	4	3
	item 53	5	5	5	0	4	4	5	4	2	2	4
	item 54	5	5	5	4	5	5	4	5	5	5	3
	item 55	4	4	4	0	4	4	4	4	4	3	3
Status	item 56	4	4	5	2	5	5	4	5	5	2	3
	item 57	5	5	4	0	4	4	4	4	4	2	3
	item 58	5	1	4	2	4	4	2	4	4	1	2
	item 59	5	4	3	2	3	3	4	3	3	4	4
	item 60	5	4	4	0	4	4	4	4	4	2	2
Salary	item 61	2	1	4	2	4	4	4	4	4	4	2
	item 62	4	2	2	2	2	5	2	2	2	2	3
	item 63	2	1	3	2	3	3	2	3	3	2	2
	item 64	5	4	3	2	3	3	5	3	3	2	3
	item 65	2	4	3	2	3	3	2	3	3	4	3

RESPONDENTS

	i	m	n	o	p	q	r	s	t	u	v	w	x	y	z	aa	ab	ac	ad
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RESPONDENTS

i	m	n	o	p	q	r	s	t	u	v	w	x	y	z	aa	ab	ac	ad
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FACTORS	total	mean	mode	SD	var	N=6	VALUES
Interpersonal relations	108	3.800	4	1.380	1.803	TOTAL	510.000
	136	4.800	5	0.498	0.248	MEAN	3.400
	99	3.300	4	1.489	2.217	MODE	4.000
	114	3.800	4	1.375	1.890	SD	1.524
	51	1.700	2	0.988	0.976	VAR	2.322
Achievement	133	4.433	5	0.679	0.461	TOTAL	658.000
	141	4.700	5	0.466	0.217	MEAN	4.387
	137	4.567	5	0.504	0.254	MODE	5.000
	132	4.400	5	0.968	0.938	SD	0.826
	115	3.833	4	1.085	1.178	VAR	0.682
Recognition	120	4.000	4	1.017	1.034	TOTAL	623.000
	119	3.967	4	1.033	1.068	MEAN	4.153
	135	4.500	5	0.572	0.328	MODE	4.000
	126	4.200	4	0.664	0.441	SD	0.857
	123	4.100	4	0.845	0.714	VAR	0.735
Responsibility	123	4.100	4	0.885	0.783	TOTAL	491.000
	100	3.333	4	1.155	1.333	MEAN	3.273
	79	2.633	2	0.890	0.792	MODE	4.000
	115	3.833	4	1.392	1.937	SD	1.284
	74	2.467	2	1.224	1.499	VAR	1.650
Advancement	117	3.900	4	1.185	1.403	TOTAL	472.000
	121	4.033	4	0.964	0.930	MEAN	3.147
	60	2.000	2	1.114	1.241	MODE	4.000
	91	3.033	4	1.066	1.137	SD	1.282
	83	2.767	2	0.898	0.806	VAR	1.643
Work itself	133	4.433	4	0.504	0.254	TOTAL	549.000
	122	4.067	4	1.112	1.237	MEAN	3.660
	90	3.000	4	1.339	1.793	MODE	4.000
	106	3.533	4	1.196	1.430	SD	1.231
	98	3.267	4	1.285	1.651	VAR	1.514
Possibility of Growth	101	3.367	4	1.426	2.033	TOTAL	573.000
	112	3.733	4	1.258	1.582	MEAN	3.820
	125	4.167	4	0.913	0.833	MODE	4.000
	132	4.400	4	0.498	0.248	SD	1.188
	103	3.433	4	1.305	1.702	VAR	1.410
Work Conditions	125	4.167	4	0.648	0.420	TOTAL	534.000
	103	3.433	4	1.382	1.909	MEAN	3.560
	127	4.233	4	0.504	0.254	MODE	4.000
	94	3.133	4	1.008	1.018	SD	1.096
	85	2.833	3	0.986	0.971	VAR	1.201
Supervision	133	4.433	5	0.679	0.461	TOTAL	549.000
	123	4.100	4	0.923	0.852	MEAN	3.660
	93	3.100	3	0.960	0.921	MODE	4.000
	105	3.500	4	1.167	1.362	SD	1.186
	85	3.167	4	1.487	2.213	VAR	1.407
Security	105	3.500	2	1.306	1.707	TOTAL	583.000
	114	3.800	4	1.297	1.683	MEAN	3.887
	130	4.333	4	0.661	0.437	MODE	4.000
	118	3.933	4	0.785	0.616	SD	1.072
	116	3.867	4	1.042	1.085	VAR	1.148
Company policies & admin	116	3.867	4	0.571	0.326	TOTAL	572.000
	111	3.700	4	0.815	0.838	MEAN	3.813
	109	3.633	4	1.158	1.344	MODE	4.000
	135	4.500	5	0.508	0.259	SD	1.019
	101	3.367	4	1.351	1.826	VAR	1.039
Status	102	3.400	4	1.329	1.788	TOTAL	508.000
	109	3.633	4	1.033	1.068	MEAN	3.387
	80	2.667	2	1.028	1.057	MODE	4.000
	108	3.600	4	0.855	0.731	SD	1.104
	109	3.633	4	0.964	0.930	VAR	1.219
Salary	91	3.033	4	1.066	1.137	TOTAL	437.000
	88	2.933	2	1.230	1.513	MEAN	2.813
	72	2.400	2	0.894	0.800	MODE	2.000
	99	3.300	4	0.988	0.976	SD	1.055
	87	2.900	2	0.923	0.852	VAR	1.113

FACTORS	ITEM NO.	1E	2E	3E	4E	5E	6E
Interpersonal relations	Item 1	4	4	4	4	2	4
	Item 2	4	4	4	4	4	5
	Item 3	4	4	4	3	2	4
	Item 4	4	4	4	4	2	4
	Item 6	2	3	2	2	2	2
Achievement	Item 6	3	4	3	5	4	5
	Item 7	5	4	4	5	4	5
	Item 8	5	3	3	3	3	5
	Item 9	5	4	3	5	4	5
Recognition	Item 10	4	4	3	4	4	4
	Item 11	4	4	3	3	4	4
	Item 12	4	4	2	4	3	4
	Item 13	4	4	3	3	5	4
	Item 14	3	2	3	4	4	4
Responsibility	Item 15	5	4	4	5	4	4
	Item 16	5	4	3	4	0	5
	Item 17	4	2	3	4	4	5
	Item 18	4	4	3	3	4	5
	Item 19	4	4	4	3	4	5
Advancement	Item 20	4	4	4	5	4	2
	Item 21	5	4	2	4	4	5
	Item 22	5	3	3	4	4	5
	Item 23	2	2	2	2	2	2
	Item 24	4	2	4	4	4	2
Work itself	Item 25	3	3	4	3	2	4
	Item 26	5	4	5	5	4	5
	Item 27	3	3	4	4	3	4
	Item 28	3	4	3	3	3	4
	Item 29	3	4	4	4	4	5
Possibility of Growth	Item 30	3	2	4	2	4	5
	Item 31	5	5	4	5	4	5
	Item 32	4	4	5	4	4	5
	Item 33	5	4	4	4	4	5
	Item 34	4	4	4	4	4	5
Work Conditions	Item 35	4	4	4	5	4	4
	Item 36	4	4	4	3	4	4
	Item 37	4	2	2	5	4	4
	Item 38	4	5	5	5	4	4
	Item 39	4	4	2	2	3	2
Supervision	Item 40	3	2	3	2	2	3
	Item 41	4	2	3	5	3	2
	Item 42	4	4	4	5	2	4
	Item 43	3	2	4	2	4	4
	Item 44	4	5	4	3	4	4
Security	Item 45	4	4	4	2	4	4
	Item 46	4	4	4	2	4	4
	Item 47	2	1	3	3	3	3
	Item 48	4	4	4	2	4	5
	Item 49	5	5	4	4	4	5
Company policies & admin	Item 50	4	4	3	2	3	2
	Item 51	4	4	3	4	4	4
	Item 52	4	4	4	5	4	4
	Item 53	5	4	4	3	4	5
	Item 54	5	5	4	4	4	5
Status	Item 55	4	4	4	5	3	4
	Item 56	4	2	3	3	3	5
	Item 57	5	4	3	3	4	5
	Item 58	4	2	3	2	3	3
	Item 59	3	2	3	3	3	4
Salary	Item 60	3	2	4	3	4	4
	Item 61	3	4	3	5	2	2
	Item 62	3	2	3	2	0	4
	Item 63	2	3	2	3	3	2
	Item 64	2	2	2	2	4	4
	Item 65	2	2	2	1	4	4

FACTORS	total	mean	mode	SD	var	N=	VALUES
Interpersonal relations	22	3.667	4	0.816	0.667	TOTAL	103.000
	25	4.167	4	0.406	0.167	MEAN	3.433
	21	3.500	4	0.837	0.700	MODE	4.000
	22	3.667	4	0.816	0.667	SD	0.535
	13	2.167	2	0.406	0.167	VAR	0.875
Achievement	24	4.000	3	0.894	0.800	TOTAL	122.000
	27	4.500	5	0.548	0.300	MEAN	4.067
	22	3.667	3	1.033	1.067	MODE	4.000
	26	4.333	5	0.816	0.667	SD	0.785
	23	3.833	4	0.406	0.167	VAR	0.616
Recognition	22	3.667	4	0.516	0.267	TOTAL	113.000
	21	3.500	4	0.837	0.700	MEAN	3.767
	23	3.833	4	0.753	0.567	MODE	4.000
	20	3.333	4	0.816	0.667	SD	0.774
	27	4.500	5	0.548	0.300	VAR	0.599
Responsibility	21	3.500	5	1.871	3.500	TOTAL	113.000
	22	3.667	4	1.033	1.067	MEAN	3.767
	23	3.833	4	0.753	0.567	MODE	4.000
	24	4.000	4	0.632	0.400	SD	1.078
	23	3.833	4	0.983	0.967	VAR	1.151
Advancement	24	4.000	4	1.095	1.200	TOTAL	99.000
	24	4.000	5	0.894	0.800	MEAN	3.300
	12	2.000	2	0.000	0.000	MODE	4.000
	20	3.333	4	1.033	1.067	SD	1.088
	19	3.167	3	0.753	0.567	VAR	1.163
Work itself	28	4.667	5	0.516	0.267	TOTAL	113.000
	21	3.500	3	0.548	0.300	MEAN	3.767
	20	3.333	3	0.516	0.267	MODE	4.000
	24	4.000	4	0.632	0.400	SD	0.858
	20	3.333	2	1.211	1.467	VAR	0.737
Possibility of Growth	28	4.667	5	0.516	0.267	TOTAL	130.000
	26	4.333	4	0.516	0.267	MEAN	4.333
	26	4.333	4	0.516	0.267	MODE	4.000
	25	4.167	4	0.406	0.167	SD	0.478
	25	4.167	4	0.406	0.167	VAR	0.230
Work Conditions	23	3.833	4	0.406	0.167	TOTAL	103.000
	21	3.500	4	1.225	1.500	MEAN	3.433
	27	4.500	4	0.548	0.300	MODE	4.000
	17	2.833	2	0.983	0.967	SD	1.040
	15	2.500	3	0.548	0.300	VAR	1.062
Supervision	19	3.167	2	1.189	1.367	TOTAL	107.000
	23	3.833	4	0.983	0.967	MEAN	3.567
	19	3.167	4	0.983	0.967	MODE	4.000
	24	4.000	4	0.632	0.400	SD	0.935
	22	3.667	4	0.816	0.667	VAR	0.875
Security	15	2.500	3	0.837	0.700	TOTAL	106.000
	23	3.833	4	0.983	0.967	MEAN	3.533
	27	4.500	5	0.548	0.300	MODE	4.000
	18	3.000	4	0.894	0.800	SD	1.008
	23	3.833	4	0.406	0.167	VAR	1.016
Company policies & admin	23	3.833	4	0.406	0.167	TOTAL	124.000
	25	4.167	4	0.406	0.167	MEAN	4.133
	25	4.167	4	0.753	0.567	MODE	4.000
	27	4.500	5	0.548	0.300	SD	0.571
	24	4.000	4	0.632	0.400	VAR	0.328
Status	20	3.333	3	1.033	1.067	TOTAL	96.000
	24	4.000	5	0.894	0.800	MEAN	3.300
	17	2.833	3	0.753	0.567	MODE	3.000
	18	3.000	3	0.632	0.400	SD	0.877
	20	3.333	4	0.816	0.667	VAR	0.788
Salary	19	3.167	3	1.189	1.367	TOTAL	79.000
	14	2.333	3	1.389	1.867	MEAN	2.633
	15	2.500	2	0.548	0.300	MODE	2.000
	16	2.667	2	1.033	1.067	SD	1.088
	15	2.500	2	1.225	1.500	VAR	1.137

Summary of responses

Rank and File (N=30)

rank	Motivational factors	total	mean	mode	sd	var
1	Achievement	658	4.387	5	0.826	0.682
2	Recognition	623	4.153	4	0.857	0.735
3	Security	583	3.887	4	1.072	1.148
4	Possibility of growth	573	3.820	4	1.188	1.410
5	Company policies and Administration	572	3.813	4	1.019	1.039
6.5	Work itself	549	3.660	4	1.231	1.514
6.5	Supervision	549	3.660	4	1.186	1.407
8	Work Conditions	534	3.560	4	1.096	1.201
9	Interpersonal relations	510	3.400	4	1.524	2.322
10	Status	508	3.387	4	1.104	1.219
11	Responsibility	491	3.273	4	1.284	1.650
12	Advancement	427	3.147	4	1.282	1.643
13	Salary	437	2.913	2	1.055	1.113

Middle management (N=6)

rank	factors	total	mean	mode	sd	var
1	Possibility of growth	130	4.333	4	0.479	0.230
2	Company policies and Administration	124	4.133	4	0.571	0.326
3	Achievement	122	4.067	4	0.785	0.616
5	Recognition	113	3.767	4	0.774	0.599
5	Responsibility	113	3.767	4	1.073	1.151
5	Work itself	113	3.767	4	0.858	0.737
7	Supervision	107	3.567	4	0.935	0.875
8	Security	106	3.533	4	1.008	1.016
9.5	Interpersonal relations	103	3.433	4	0.935	0.875
9.5	Work Conditions	103	3.433	4	1.040	1.082
11.5	Advancement	99	3.300	4	1.088	1.183
11.5	Status	99	3.300	3	0.877	0.769
13	Salary	79	2.633	2	1.066	1.137

All employees

rank	factors	Composite Mean	Standard deviation
1	Achievement	8.454	0.806
2	Possibility of growth	8.153	0.834
3	Company policies and Administration	7.946	0.795
4	Recognition	7.92	0.816
5	Security	7.42	1.045
6	Work Itself	7.41	1.04
7	Supervision	7.227	0.834
8	Responsibility	7.04	1.179
9	Work Conditions	6.993	1.068
10	Interpersonal relations	6.833	1.23
11	Status	6.687	0.991
12	Advancement	6.447	1.185
13	Salary	5.546	1.061