

JOB SATISFACTION AND JOB PERFORMANCE OF THE SUPPORT STAFF
OF DLSU-AGUINALDO, DASMARINAS, CAVITE
INPUT TO STAFF DEVELOPMENT PROGRAM

S. 1994

A Thesis

Presented to

the Faculty of the Graduate School
De La Salle University-Aguinaldo
Dasmariñas, Cavite

In Partial Fulfillment
of the Requirements for the Degree
Master of Arts in Education

by

Evelyn A. Doctor

May 1994

23 NOV 2001

TABLE OF CONTENTS

	Page
TITLE PAGE	i
APPROVAL SHEET	ii
ACKNOWLEDGMENT	iii
TABLE OF CONTENTS	v
LIST OF TABLES	viii
LIST OF FIGURES	xii
ABSTRACT	xiii
Chapter	
1 THE PROBLEM AND ITS SETTING	1
Introduction	1
Conceptual Framework	3
Statement of the Problem	7
Hypotheses of the Study	8
Scope of the Study	8
Significance of the Study	9
Definition of Terms	10
2 REVIEW OF RELATED LITERATURE	12
Conceptual Literature	12
Job Satisfaction	12
Relationship Between Job Satisfaction and Job Performance..	14
Motivational Theories	16

De La Salle University – Aguinardo
GRADUATE SCHOOL

Page

	Factors Associated with Job Satisfaction	17
	Research Literature	23
	Local Studies	23
3	RESEARCH METHODOLOGY	29
	Research Design	29
	Population	30
	Research Instrument	32
	Test of Validity and Reliability of the Instrument	32
	Data Analyses	33
4	PRESENTATION, ANALYSES AND INTERPRETATION OF DATA	42
5	SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	98
	BIBLIOGRAPHY	110
	APPENDICES	
	A. Cover Letter of the Instrument	111
	B. Instrument: Job Satisfaction/ Dissatisfaction Questionnaire	112
	C. Results of the Test-Retest for the Reliability of the Instrument	115
	D. Certification of the Statistician	117
	CURRICULUM VITAE	118

LIST OF TABLES

Table		Page
1	Job Satisfaction of the Support Staff	43
2	Job Performance of the Support Staff	44
3-A	Comparison of Job Satisfaction (as a whole) According to Age	46
3-B	Comparison of Job Satisfaction (as a whole) According to Sex	47
3-C	Comparison of Job Satisfaction (as a whole) According to Civil Status	48
3-D	Comparison of Job Satisfaction (as a whole) According to Educational Attainment	50
3-E	Comparison of Job Satisfaction (as a whole) According to Length of Service	52
3-F	Comparison of Job Satisfaction (as a whole) According to Family Income	54
3-G	Comparison of Four Components of Job Satisfaction According to Age, Sex, Civil Status, Educational Attainment, Length of Service and Family Income	55
3-G1	Comparison of Job Satisfaction (Compensation and Job Security) According to Age	57
3-G2	Comparison of Job Satisfaction (Compensation and Job Security) According to Sex	58
3-G3	Comparison of Job Satisfaction (Compensation and Job Security) According to Civil Status	59
3-G4	Comparison of Job Satisfaction (Compensation and Job Security) According to Educational Attainment	61

**De La Salle University – Aginaldo
GRADUATE SCHOOL**

Page

Table	Page
3-G5 Comparison of Job Satisfaction (Compensation and Job Security) According to Length of Service	63
3-G6 Comparison of Job Satisfaction (Compensation and Job Security) According to Family Income	64
3-G7 Comparison of Job Satisfaction (Environmental Conditions) According to Age	65
3-G8 Comparison of Job Satisfaction (Environmental Conditions) According to Sex	66
3-G9 Comparison of Job Satisfaction (Environmental Conditions) According to Civil Status	67
3-G10 Comparison of Job Satisfaction (Environmental Conditions) According to Educational Attainment	68
3-G11 Comparison of Job Satisfaction (Environmental Conditions) According to Length of Service	70
3-G12 Comparison of Job Satisfaction (Environmental Conditions) According to Family Income	71
3-G13 Comparison of Job Satisfaction (Interpersonal Relationships) According to Age	73
3-G14 Comparison of Job Satisfaction (Interpersonal Relationships) According to Sex	74
3-G15 Comparison of Job Satisfaction (Interpersonal Relationships) According to Civil Status	75

**De La Salle University – Aguinardo
GRADUATE SCHOOL**

Page

Table		Page
3-G16	Comparison of Job Satisfaction (Interpersonal Relationships) According to Educational Attainment	76
3-G17	Comparison of Job Satisfaction (Interpersonal Relationships) According to Length of Service	78
3-G18	Comparison of Job Satisfaction (Interpersonal Relationships) According to Family Income	79
3-G19	Comparison of Job Satisfaction (Opportunities for Professional Growth and Development) According to Age	81
3-G20	Comparison of Job Satisfaction (Opportunities for Professional Growth and Development) According to Sex	82
3-G21	Comparison of Job Satisfaction (Opportunities for Professional Growth and Development) According to Civil Status	83
3-G22	Comparison of Job Satisfaction (Opportunities for Professional Growth and Development) According to Educational Attainment	85
3-G23	Comparison of Job Satisfaction (Opportunities for Professional Growth and Development) According to Length of Service	87
3-G24	Comparison of Job Satisfaction (Opportunities for Professional Growth and Development) According to Family Income	89

De La Salle University – Aguinaldo
GRADUATE SCHOOL

Page

Table		Page
4-A	Comparison of Job Performance According to Age	90
4-B	Comparison of Job Performance According to Sex	91
4-C	Comparison of Job Performance According to Civil Status	92
4-D	Comparison of Job Performance According to Educational Attainment	93
4-E	Comparison of Job Performance According to Length of Service	94
4-F	Comparison of Job Performance According to Family Income	95
5	Comparison of Job Performance According to the Level of Job Satisfaction	97

LIST OF FIGURES

Figure		Page
1	Positive and Negative Factors Affecting Motivation	4
2	Variables and their Relationship	6
3	Determinants of Individual Performance, Satisfaction and Motivation	15
4	Factors Affecting Motivation	16
5	Profile of Respondents According to Age	31
6	Profile of Respondents According to Sex	32
7	Profile of Respopndents According to Civil Status	33
8	Profile of Respopndents According to Educational Attainment ...	35
9	Profile of Respondents According to Length of Service	36
10	Profile of Respondents According to Family Income	37

ABSTRACT

Author : Doctor, Evelyn A.
Title of Thesis: Job Satisfaction and Job Performance
of the Support Staff of DLSU-
Aguinaldo, Dasmariñas, Cavite, Input
to Staff Development Program
Degree : Master of Arts in Education
Specialization : Educational Management
Date Completed : May 1994

Objectives :

General:

To determine the job satisfaction and its relationship to the job performance of the support staff of DLSU-Aguinaldo, Dasmariñas, Cavite.

Specific:

1. Find out the level of job satisfaction of the support staff of DLSU-Aguinaldo.
2. Determine the level of job performance of the respondents.
3. Find out the differences in the level of job satisfaction when the respondents are grouped according to age, sex, civil status, educational attainment, length of service and family income.

4. Find out the differences in the level of job performance when the respondents are grouped according to age, sex, civil status, educational attainment, length of service and family income.
5. Find out if there is a relationship between job satisfaction and job performance of the respondents.

Methodology:

Data Gathering:

Ss : 153 support staff in DLSU-Aguinaldo, Dasmariñas, Cavite, SY 1993-94.

Instrument: A survey research instrument developed by the researcher.

Data Analyses:

Mean, F-test and t-test were the main statistical treatments used to investigate the hypothesized relationship of variables.

Results:

1. The support staff of DLSU-Aguinaldo, Dasmariñas, Cavite, SY 1993-94 were much satisfied with their job.

2. The respondents' job performance was above average.

3. There were no significant differences in the level of job satisfaction of the respondents when they were grouped according to age, sex and civil status.

Educational attainment, length of service and family income revealed significant relationship at 0.5 level. Support staff who were in the elementary level, those who had worked for 15 years and above, and those whose family income is less than P5,000.00 were the most satisfied in their jobs.

4. There were no significant differences in the level of job performance of the respondents when they were grouped according to age, sex, civil status, educational attainment, length of service and family income.

5. There was no relationship between job satisfaction and job performance of the respondents.

Recommendations:

The following are strongly recommended:

1. The administration should maintain, better still improve the institution's policies to sustain the job satisfaction of the support staff. Everybody was satisfied with their job thus, perhaps the reason why everybody performed well in their jobs.
2. They should constantly upgrade the salary scale as far as the institution's income would allow in order to keep up with rising costs of living.
3. They should constantly review packages of benefits for the support staff to see how these can be upgraded so as to insure their well being and sustain their job satisfaction and job performance.
4. They should look into those who have high educational attainment. Consider them first in opportunities for promotions but without prejudice to those who have low educational attainment.

5. They should study the possibility of giving more incentives to those who have stayed longer in the service.
6. Further studies should be conducted along areas of training needs of the support staff. The results of this study could be the bases for launching a staff development program that will enhance their potentials.

