

## **JOB PERFORMANCE OF LOCAL GOVERNMENT EMPLOYEES IN THE PROVINCE OF CAPIZ**

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### **ABSTRACT**

This study was conducted in 17 LGUs in the province of Capiz with the following objectives: What is the profile of the respondents in terms of educational attainment, length of service, monthly income, work attitude, peer relationship, and organizational commitment?; What is the profile of the LGUs in terms of the number of IT equipment in the office, number of software used, availability of internet connection, availability of resident IT technician, and the average number of IT equipment used everyday in the office?; What is the level of job performance of the local government employees?; What is the extent of IT utilization of the respondents?; Is there a significant difference in the level of job performance of the respondents' when they are classified according to the same personal-related and organization-related variables?

The data were gathered from a sample of 261 respondents using a researcher made and adopted and modified questionnaire. The data were analyzed using descriptive and inferential statistics. The results were interpreted at 5% level. The employees of the Local Government Units in the province of Capiz were college graduate, in the service for 16 years, with monthly income between P 6,000.00–17,999.00, with favorable attitude towards work, with better peer relationship and moderately committed to their organization.

The employees of the Local Government Units in the province of Capiz performed very satisfactorily and moderately used IT in their work.

The job performance of the Local Government Employees was significantly affected by their monthly income and peer relationship and organization related variables such number of IT equipment in the office, number of software used and the average number of IT equipment used everyday in the office.

The level of job performance is significantly related to the extent of IT utilization of the respondents.

**Keyword:** *Job performance, LGUs, IT, Extent of IT Utilization*

## **Introduction**

Performance as behavior that is something done by the employee. This concept differentiates performance from outcomes which are the result of an individual's performance and other influences. Campbell implied that more factors determine outcomes other than employee's behavior and action (Campbell, 1999).

According to Armstrong and Murlis (1994) performance is a multi-dimensional construct, the measurement of which varies, depending on a variety of factors. To determine whether the measurement objective is to assess performance outcomes or behavior, it is important to distinguish between outcomes (results/output) and behavior (the process).

The researcher hopes that this study will provide appropriate and practical recommendations for the local government units on how to boost better performance among employees. It is also hoped that the study may help to bring about the best delivery of services by the LGUs constituents in order to facilitate a speedy, transparent, accountable, efficient, and effective public service.

## **Statement of the Problem**

Organizations need highly performing individuals in order to meet their goals, to deliver the products and services they specialized in, and finally to achieve competitive advantage.

The main purpose of this study was to determine the level of job performance of the local government employees in the province of Capiz.

Specifically, this study sought answers to the following questions:

1. What is the profile of the respondents in terms of educational attainment, length of service, monthly income, work attitude, peer relationship, and organizational commitment?
2. What is the profile of the LGUs in terms of the number of IT equipment in the office, number of software used, availability of internet connection, availability of resident IT technician, and the average number of IT equipment used everyday in the office?
3. What is the level of job performance of the local government employees?
4. What is the extent of IT utilization of the respondents?
5. Are there significant relationships between the level of job performance of the respondents and personal-related variables and organization-related variables?

### **Scope and Limitations of the Study**

This study was conducted among the local government employees in the province of Capiz who held plantilla positions and those who are utilizing IT equipment and facilities in the office.

Employees' performance was limited to the ratings obtained as indicated in their Performance Evaluation System (PES) result for the fiscal year 2013-2014. Secondary data were taken from the files of the Human Resource Officers of the respondents' municipality.

Local government employees profile was in terms of personal-related variables, such as: educational attainment, length of service, monthly income, work attitude, peer relationship, and organizational commitment and LGUs profile was in terms of organization-related variables, such as: number of IT equipment in the office, number of software used, availability of internet connection, availability of resident IT technician and average number of IT equipment used everyday in the office by the respondents.

Job performance level was likewise determined using questionnaire. Responses may not have captured accurately the level of job performance of the LGU employees.

### **Significance of the Study**

The findings of the study will be of great help to the following people and government agencies:

Information on the job performance of employees can help government **agency heads** handle effectively work conditions, motivate employees and maximize their potential. They can influence employees to perform at their best to meet the goals and objectives of the office.

**Employees** will be aware of their strengths and weaknesses, as well as their responsibilities and required attitudes in the workplace. They will know how to meet the expectation as to their performance. Awareness of their weaknesses makes them accept the reality of adverse criticisms hurled against them. Acceptance of these criticisms helps them improve their work performance.

Higher authorities of the **Civil Service Commission** can see insights of what factors affect job performance. The study will guide them plan programs to be implemented for the improvement of work performance of local government employees.

The **clients** will get essential information on the real situation of the performance of government employees and identify areas which need to be improved. Rapport between them

and the government offices concerned can be established so that they can participate in assisting the latter.

The findings of this study will be helpful to **students taking up public administration**. They may use the information as guides in conducting future studies in the same subject.

Results of the study may serve as source of literature on studies related to performance of employees in local government to **those who will conduct research along this line**. Specific areas covered in this study may also serve as entry points for future research related to information technology utilized by local government employees in relation to their work performance.

### **Theoretical Framework**

This study was based on the performance model developed by Campbell in 1990 where he differentiated performance components (job specific task proficiency), determinants of job performance components and predictors of these determinants. The performance components as function of three determinants (1) declarative knowledge, (2) procedural knowledge and skills, and (3) motivation were described. Declarative knowledge included knowledge about facts, principles, goals, and the self were assumed to be a function of a person's abilities, personality, interests, education, training, experience, and aptitude-treatment interactions. Procedural knowledge and skills included cognitive and psychomotor skills, physical skill, self-management skill, and interpersonal skill. Predictors of procedural knowledge and skills were abilities, personality, interests, education, training, experience, and aptitude-treatment interactions—and additionally practice. Motivation comprised choice to perform, level of effort, and persistence of effort. He did not make specific assumption about the predictors of motivation. He assumed that there were interactions between the three types of performance determinants, but were not specified in detail. In this model, he largely neglected situational variables as predictors of performance.

### **Review of Related Literature**

#### **Job Performance**

Campbell, (1999) defines performance as behavior that is something done by the employee. This concept differentiates performance from outcomes which are the result of an individual's performance and other influences. Campbell implied that more factors determine outcomes other than employee's behavior and action.

Armstrong and Baron, (1998) as cited by Akomea& Bonsu1 (2014) the concept of performance is an old phenomenon especially in the private sector working environment. Undefined performance cannot be measured or managed. Some unknown authors define performance as a process, which entails a number, or series, of behaviors, directed towards the achievement of some predetermined goal. The Longman's Dictionary of Contemporary English (new edition) defines performance as the action or manner of carrying out an activity, piece of work, etc.; the ability of a person to do something well; as behavior. This refers to outcomes/outputs (accomplishment), but also states that performance is about doing the work, as well as about the results achieved.

According to Armstrong and Murlis (1994) performance is a multi-dimensional construct, the measurement of which varies, depending on a variety of factors. To determine whether the measurement objective is to assess performance outcomes or behavior, it is important to distinguish between outcomes (results/output) and behavior (the process).

Several studies were conducted among government employees as well as private employees in the Philippines in relation to job performance. For instance, teachers, having a real function as employees, provide the best stimuli to their students so that learning and the acquisition of knowledge may take place. Employees therefore, have thorough knowledge of, and competence in their job. Performance is the main focus when they are evaluated by their supervisors. Highly competent employees are capable of high standard performance (Gregorio, 1983).

The Civil Service Commission provided the general guidelines in the establishment and implementation of agency Performance Evaluation System (PES) pursuant to the provisions of Rule IX of executive order No. 292, series of 1993. This was established in order to continuously foster improvement of employee performance and efficiency, enhance organizational effectiveness and productivity and provide objective performance rating (CSC-MC no. 12, s. 1993)

Halachmi (1992) revealed that evaluation of performance fulfills several needs of the organization. Since employees' use of time and resources are utmost importance to organization, performance targeting requires concentration on productive use of time and proper use of human and material resources. Competencies are basically what distinguish an extremely good performance from an average one. They are concerned with what people actually do in their jobs, their behavior in their jobs and not with personality traits. Underlying the concept is the assumption that the best way to predict or develop a person's future performance is to look at their past behavior and actions, rather than pouring over psychometric tests or relying on a sense of intuition about character.

There are many reasons why an employee is not performing well. Employee does not see the job from a broad perspective and how specific job meshes with other jobs in the organization. Employee does not fully and clearly grasp what is expected of him so he cannot appreciate the quality level of performance that is required. Another source of poor performance is that employee never had been clearly told which aspects of his jobs are priorities. Other causes of poor performance are such factors as:

- Lack of training that is why employee does not know how to do his work.
- Lack of understanding why thing must be done in a certain way Seidenfeld (2007).
- Personal or emotional problems.
- Boredom, so that little thought or energy is devoted to the work.
- Resentment towards the organization, or general dissatisfaction.
- Lack of motivation that result to not caring about the job.

But whatever the reason for the poor performance, a meaningful performance assessment will help to identify problems so they can be addressed.

Campbell (1990) allows for exceptions when defining performance as behavior. For instance, he clarifies that performance does not have to be directly observable actions of an individual. It can consist of mental productions such as answers or decisions. However, performance needs to be under the individual's control, regardless of whether the performance of interest is mental or behavioral.

One major consideration of performance is productivity. This can be thought as of a comparison of the amount of effectiveness that results from a certain level of cost associated with that effectiveness. In other words, effectiveness is the ratio of outputs to inputs – those inputs being effort, monetary costs, resources, etc.

Utility is another related construct which is defined as the value of a particular level of performance, effectiveness, or productivity. Utilities of performance, effectiveness and productivity are value judgments.

Another key feature of job performance is that it has to be goal relevant. Performance must be directed toward organizational goals that are relevant to the job or role. Therefore, performance does not include activities where effort is expended toward achieving peripheral goals. For example, the effort toward the goal getting to work in the shortest amount of time is not performance (except where it is concerned with avoiding lateness).

Despite the emphasis on defining and predicting job performance, it is not a single unified construct. There are vastly many jobs each with different performance standards. Therefore, job performance is conceptualized as a multidimensional construct consisting of more than one kind of behavior. Campbell (1990) as cited by Gavino (2011) proposed an

eight factor models of performance based on factor analytic research that attempts to capture dimensions of job performance existent (to a greater or lesser extent) across all jobs.

1. The first factor is task specific behaviors which include those behaviors that an individual undertakes as part of a job. They are the core substantive tasks that delineate one job from another.
2. On the other hand, non-task specific behaviors, the second factor, are those behaviors which an individual is required to undertake which do not pertain only to a particular job. Returning to the sales person, an example of a task specific behavior would be showing a product to a potential customer. A non-task specific behavior of a sales person might be training new staff members.
3. Written and oral communication tasks refer to activities where the incumbent is evaluated, not on the content of a message necessarily, but on the adeptness with which they deliver the communication. Employees need to make formal and informal oral and written presentations to various audiences in many different jobs in the work force.
4. An individual's performance can also be assessed in terms of effort, either day to day, or when there are extraordinary circumstances. This factor reflects the degree to which people commit themselves to job tasks.
5. The performance domain might also include an aspect of personal discipline. Individuals would be expected to be good standing with the law, not abuse alcohol, etc.
6. In jobs where people work closely or are highly interdependent, performance may include the degree to which a person helps out the groups and his or her colleagues. This might include acting as a good role model, coaching, giving advice or helping maintain group goals.
7. Many jobs also have a supervisory or leadership component. The individual will be relied upon to undertake many of the things delineated under the previous factor and in addition will be responsible for meting out rewards and punishments. These aspects of performance happen in a face to face manner.
8. Managerial and administrative performance entails those aspects of a job which serve the group or organization but do not involve direct supervision. A managerial task would be setting an organizational goal or responding to external stimuli to assist a group in achieving its goals. In addition a manager might be responsible for monitoring group and individual progress towards goals and monitoring organizational resources.

## **Methodology**

### **Research Design**

This study utilized the descriptive-correlational design to establish relationships between dependent and independent variables.

### **Time and Place of the Study**

This study was conducted in 17 LGUs in the province of Capiz from October 2014 to January 2015.

### **Respondents of the Study**

The respondents of the study were the 261 local government employees occupying a plantilla position and utilizing IT equipment in the province of Capiz. (Table 1).

Table 1.Respondents of the study.

LOCAL GOVERNMENT UNIT	N	SAMPLE SIZE	PERCENT
Provincial Government	49	47	18.01
Cuartero	12	12	4.6
Dao	12	12	4.6
Dumalag	11	10	3.82
Dumarao	15	14	5.36
Ivisan	12	12	4.6
Jamindan	12	12	4.6
Maayon	8	8	3.07
Mambusao	13	12	4.6



Panay	12	12	4.6
Panitan	14	13	4.98
Pontevedra	27	26	9.96
Pres. Roxas	8	8	3.07
Roxas City	30	29	11.11
Sapian	13	12	4.6
Sigma	11	10	3.82
Tapaz	13	12	4.6
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TOTAL	272	261	100
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### **Research Instrument**

The primary gathering instrument used in this study was the questionnaires adopted from different sources consisting of six parts.

Part I gathered data on the personal-related variables of the respondents, such as: educational attainment, length of service, monthly income.

Part II was a scale composed of 16 statement indicators to capture the work attitude of the respondents. The response choices were: strongly agree – 5, agree – 4, uncertain – 3, disagree – 2, and strongly disagree – 1.

Part III was a scale composed of 34 statement indicators to capture the peer relationship of the respondents. The response choices were: strongly agree – 5, agree – 4, uncertain – 3, disagree – 2, and strongly disagree – 1.

Part IV was a scale used to gather data on the organizational commitment of the respondents. The scale was composed of 20 statement indicators to describe the organizational commitment of the local government employees. The responses ranged from strongly disagree (1) to strongly agree (5).

Part V gathered data on the organization-related variables, such as: number of IT equipment in the office, number of software used, availability of internet connection, availability of resident IT technician, average number of IT equipment used everyday in the office.

### **Data Analysis Procedure**

The researcher employed both descriptive and inferential statistics. For descriptive analysis, frequency count, mean, standard deviation and percentage were employed.

To determine the relationship between the level of job performance and the extent of IT utilization and their relationships to personal and organization-related variables, Pearson Product Moment Correlation, t-test for independent samples, and One-way Analysis of Variance (ANOVA) were utilized. All results were interpreted at 5 percent level of significance.

### **Summary**

This study was conducted in 17 local government units in the province of Capiz namely: Provincial Government, Cuartero, Dao, Dumalag, Dumarao, Ivisan, Jamindan, Maayon, Mambusao, Panay, Panitan, Pontevedra, Pres. Roxas, Roxas City, Sapián, Sigma, and Tapaz from October 2014 to January 2015 to answer the following questions: (1) What is the profile of the respondents in terms of educational attainment, length of service, monthly income, work attitude, peer relationship, and organizational commitment?; (2) What is the profile of the LGUs in terms of the: number of IT equipment in the office, number of software used, availability of internet connection, availability of resident IT technician, and the average number of IT equipment used everyday in the office?; (3) What is the level of job performance of the local government employees?; and (4) What is the extent of IT utilization of the respondents? (5) Are there significant relationships between the level of job performance of the respondents and their personal-related and organization-related variables?

The study used the descriptive-correlational research design. The respondents were the 261 local government employees in the province of Capiz. The data gathered underwent mechanical processing and analyzed using both descriptive and inferential statistics. Results were interpreted at 5 percent level of significance.

Result of the study revealed the following:

#### **On Profile of the Respondents:**

**Educational attainment.** Almost three fourths or 73.2 percent had finished a baccalaureate degree only.

**Length of service.** Almost one half or 49.8 percent of the respondents had been in the service for 13 – 25 years.

**Monthly income.** Almost two-thirds or 65.1 percent of the respondents had monthly income between P 6,000.00 – 17,999.00.

**Work attitude.** Most or 92.3 percent of the respondents had favorable attitude towards work.

**Peer relationship.** More than three fifths of the respondents claimed to have “high” relationship among peers.

**Organizational commitment.** Majority of the respondents assessed themselves to be moderately committed to their organization.

### **On Organization-Related Variables**

**Number of IT equipment in the office.** Most or 93.5 percent of the respondents revealed between 2 – 17 equipment.

**Number of software used.** More than four-fifths or 80.5 percent, revealed 1 – 2 programs.

**Availability of internet connection.** More than four fifths or 80.1 percent of the respondents claimed that their office had an internet connection.

**Average number of IT equipment used everyday in the office.** Majority or 54.4 percent of the respondents revealed between 4 – 6 IT equipment.

**Extent of IT utilization.** More than two-thirds or 67.4 percent of the respondents moderately utilized IT.

**Job performance of the respondents.** Most or 96.2 percent of the respondents had “very satisfactory performance”.

### **On Relationship Between Job Performance of the Respondents and Personal**

#### **Related Variables**

**Educational attainment.** There was no significant difference in the job performance when the respondents were grouped according to educational attainment.

**Length of service.** There was no significant relationship between the job performance when the respondents were grouped according to length of service.

**Monthly income.** There was a highly significant relationship between the job performance and monthly income of the respondents.

**Work attitude.** There was no significant relationship between work attitude and job performance of the respondents.

**Peer Relationship.** There was a highly significant relationship between relationship with peers and job performance of the respondents.

**Organizational commitment.** There was no significant relationship between organizational commitment and job performance.

### **On Relationship Between Job Performance of the Respondents and Organization**

#### **Related Variables**

**Number of IT equipment in the office.** There was a highly significant relationship between the job performance when the respondents were grouped according to number of IT equipment in the office.

**Number of software used.** There is a significant relationship between the job performance and number of software used.

**Availability of internet connection.** There was no significant difference in the job performance when the respondents were grouped according to availability of internet connection.

**Availability of resident IT technician.** There was no significant difference in the job performance of the respondents when they were grouped according to availability of IT technician.

**Average number of IT equipment used everyday in the office.** There was a highly significant relationship between the job performance of the respondents and the average number of IT equipment used everyday in the office.

### **Conclusions and Implications**

On the basis of the results of the study, the researcher has arrived at the following conclusions:

1. The employees of the Local Government Units in the province of Capiz were college graduate, in the service for 16 years, with monthly income between P 6,000.00–17,999.00, with favorable attitude towards work, with better peer relationship and moderately committed to their organization.
2. The employees of the Local Government Units in the province of Capiz moderately used IT in their work implying that there is a need for the LGU administrators to allocate budget for the acquisition of IT equipment and further training of personnel.
3. The employees of the Local Government Units in the province of Capiz performed very satisfactorily implying that the knowledge in the use of IT may have contributed to the very satisfactory performance of the employees.
4. The job performance of the Local Government Employees was significantly affected by their monthly income and relationship with peers implying that the LGU may consider these characteristics in hiring employees and in designing interventions to improve performance of the employees.
5. The level of job performance of the Local Government Employees can be significantly increased by number of IT equipment in the office, number of software programs used, availability of internet connection, availability of IT technician and the number of IT equipment used in the office everyday implying that the LGUs administration may increase budget for the acquisition of IT equipment and other facilities and make these available to the employees to improve their performance and that of the organization as a whole.
6. The level of job performance of the Local Government Employees can be significantly increased by increasing the extent of information technology utilization implying that the local chief executive through the legislative body may decide to modernize local government operations to improve delivery of basic social services to their constituents.

### **Recommendations**

On the bases of findings and the conclusions drawn, the researcher has come out with two sets of recommendations, one set for policy making and another set on areas for future research.

#### **A. Policy making**

The Local Government Units through its legislative body may:

1. Revise/expand recruitment and hiring policies considering work attitude toward IT utilization, frequent use of information technology and ability to download, retrieve information from the internet for intelligent decision making.

2. Prepare and implement a comprehensive e-modernization program (e-governance) highlighting the maximum use of information technology for efficient and effective delivery of basic social services. The said program may include: allocation for purchasing IT equipment, training and re-training of employees.
3. Conduct an inventory of all IT equipment and facilities to determine the areas needing improvement in terms of Information Technology.

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