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JOB MOTIVATION AND WORK PERFORMANCE OF EMPLOYEES IN THE REVENUE GENERATING AGENCY BUREAU OF CUSTOMS

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ABSTRACT

This study examined the level of job motivation and work performance among employees of the Bureau of Customs – Port of Iloilo, a revenue-generating agency responsible for customs administration, revenue collection, and trade facilitation. It also assessed differences in motivation and performance when grouped according to age, length of service, and employment status, and determined the relationship between the two variables. Findings revealed that employees have a high level of job motivation, with intrinsic factors such as personal satisfaction, achievement, and commitment more dominant than extrinsic factors like salary, promotion, and recognition. Employees also demonstrated a very high level of work performance, particularly in commitment and timeliness but showed no significant differences in both variables across demographic profiles. However, a strong positive relationship was found between job motivation and work performance, indicating that higher motivation is associated with better performance. Overall, employees consistently maintain high motivation and performance, emphasizing the need to sustain motivational strategies and organizational support to improve service delivery.

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INTRODUCTION

The effectiveness of public sector institutions hinges on employee performance, which directly impacts the quality of essential services and the overall accountability of the agency. Because government mandates rely on a competent and dedicated workforce, job motivation emerges as a vital catalyst; it fuels the initiative and persistence necessary for staff to excel. Ultimately, a motivated workforce translates into higher efficiency and a deeper commitment to the organization's mission, ensuring that public needs are met with superior work quality.

The Bureau of Customs (BOC) is a key revenue-generating and regulatory agency tasked with trade facilitation, revenue collection, and border protection. At the Bureau of Customs – Port of Iloilo, employees perform a wide range of functions—from administrative support to frontline customs operations—that directly affect organizational productivity and public trust.

In recent years, the Port has experienced several operational changes that have affected employee performance and motivation. The implementation of modernization programs, including digital customs systems, has required employees to adapt quickly to new procedures. Increasing trade volume and stricter compliance requirements have further intensified workload pressures. Additionally, workforce adjustments involving regular and contractual personnel, as well as limited opportunities for recognition and professional growth, have been observed to influence morale and motivation.

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Internal observations at the Bureau of Customs – Port of Iloilo indicate concerns such as increased workload due to system migration, delays in document processing during peak trade seasons, perceived disparities between regular and contractual employees, and limited opportunities for career advancement. These circumstances may influence employee morale and motivation, which may, in turn, affect overall work performance. Such conditions highlight the need to examine how motivational factors operate within the specific operational context of the Port.

While the Port is a vital hub for trade facilitation and revenue generation, there is a notable lack of empirical data investigating how staff motivation directly influences job performance within this specific setting. Understanding this relationship is essential for designing human resource policies and programs that enhance employee motivation, improve performance, and strengthen organizational effectiveness.

This research sought to evaluate the degrees of job motivation and professional performance among staff at the Bureau of Customs – Port of Iloilo, while investigating whether a meaningful correlation exists between the two factors. The findings may provide evidence-based insights that can guide policy formulation, strengthen human resource management practices, and ultimately contribute to more effective service delivery in the public sector.

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MATERIALS AND METHODS

Research Methodology

This chapter outlines the research design, methodology, and setting, as well as the study's participants and the sampling strategy employed. It further details the research instrument—including its validity and reliability—the procedures for data collection, and the statistical methods used for data analysis and interpretation. Together, these elements establish a structured framework that ensures the study's goals are met with logic, precision, and consistency.

Research Design

This research utilized a descriptive-correlational study design. Descriptive research is employed to provide a systematic account of specific traits, conditions, or phenomena in their natural state, avoiding the manipulation of variables (Creswell & Creswell, 2018). This method is frequently used in investigations that seek to offer a precise profile of a certain group or context.

In this specific study, the descriptive method was applied to assess the degrees of job motivation—categorized into internal and external factors—and the levels of work performance, measured by caliber of work, efficiency, punctuality, and dedication.

Conversely, the correlational aspect was used to identify the connection between two or more variables without implying a direct cause-and-effect relationship (Creswell & Creswell, 2018). This approach allows the identification of the degree of association between job motivation and work performance.

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Descriptive-correlational research design is widely used in organizational and behavioral studies to examine relationships among variables and describe existing conditions (Saunders, Lewis, & Thornhill, 2019).

Research Method

This study utilized a quantitative research approach centered on a survey design. This methodology entails the systematic gathering and evaluation of numerical data to ensure an objective measurement and statistical analysis of the study's variables.

The survey method was utilized because it allows the researcher to efficiently gather standardized information from a group of respondents. It is appropriate for studies that aim to describe characteristics, compare groups, and examine relationships among variables using statistical analysis.

A structured survey served as the main tool for data collection, featuring closed-ended questions designed to maintain consistency in responses and simplify the process of statistical evaluation. Participants' feedback was quantified using a five-point Likert scale, allowing for a nuanced measurement of their levels of agreement or disagreement.

This specific research framework was selected because it supports the application of various statistical methods—such as frequency counts, percentages, and weighted means—alongside non-parametric tests like the Mann–Whitney U test, Kruskal–Wallis H test, and Spearman’s rho correlation. These tools are essential for analyzing the gathered data and effectively fulfilling the study's primary objectives.

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Research Locale

The research was carried out at the Bureau of Customs – Port of Iloilo, situated in Iloilo City, Philippines. The Port of Iloilo is a strategic government facility responsible for trade facilitation, revenue collection, and border protection in the region.

The selection of this locale was based on its relevance to the study, as it provides a real-world setting where employees perform administrative and operational tasks essential to public service. The work environment of the Port offers a suitable context for examining job motivation and work performance among government employees.

Respondents of the Study

The study's participants were comprised of twenty-five (25) staff members from the Bureau of Customs – Port of Iloilo.

A total enumeration or census method was employed in selecting the respondents. This means that all employees within the identified population were included in the study. The use of a census approach is appropriate when the population size is small and manageable.

By including all employees, the study ensures complete representation and minimizes sampling bias. This approach enhances the accuracy and reliability of the data gathered, as it reflects the perspectives of the entire population.

Sampling Design

The research employed a census sampling approach, ensuring that every individual within the target population was included as a participant.

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This method ensures that every individual in the population has equal participation in the study, thereby increasing the validity of the results. It also eliminates the risk of excluding important perspectives that could affect the outcome of the study.

The use of census sampling strengthens the credibility of the findings, as the data represents the actual condition of the entire group rather than a selected portion.

Research Instrument

The main tool for data collection in this research was a custom-designed structured questionnaire, developed by the researcher to align specifically with the study's goals and the metrics being evaluated.

The survey was divided into three distinct segments:

Part I – Demographic Profile

This initial section was dedicated to collecting personal and professional data from the participants, specifically focusing on their age, duration of tenure, and current employment status.

Part II – Job Motivation

This section measured job motivation in terms of intrinsic motivation and extrinsic motivation. Intrinsic motivation includes factors such as personal satisfaction, achievement, and commitment, while extrinsic motivation includes salary, recognition, promotion, and job security.

Part III – Work Performance

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This section measured work performance in terms of quality of work, efficiency, timeliness, and commitment.

All items in the questionnaire were measured using a five-point Likert scale, as follows: 5 – Strongly Agree, 4 – Agree, 3 – Neutral, 2 – Disagree and 1 – Strongly Disagree.

The use of a Likert scale allows respondents to express their level of agreement clearly and enables the researcher to quantify their responses for statistical analysis.

Validity of the Research Instrument

To guarantee the instrument's validity, the survey underwent content verification by a panel of three (3) specialists in organizational behavior and human resource management.

These experts assessed the tool based on its clarity, relevance, suitability, and how well it aligned with the research goals. This evaluation utilized the 8-point content validation framework established by Good and Scates, as referenced by Peñafiel (2023). All feedback and refinements proposed by the validators were integrated to enhance the overall caliber of the questionnaire.

This process ensured that the instrument accurately measured the variables intended in the study.

Reliability of the Research Instrument

To verify the reliability of the research tool, Cronbach's Alpha was utilized to evaluate its internal consistency.

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This statistical method measures the degree to which a collection of survey items are interrelated. Generally, a reliability coefficient of 0.70 or above is deemed acceptable, signifying that the instrument is dependable and yields stable results.

Applying this measure ensured that the survey questions consistently represented the concepts of job motivation and work performance. A pilot test produced a Cronbach's alpha of 0.94, demonstrating superior internal consistency and confirming that the instrument was highly reliable for the study's requirements.

Data-Gathering Procedure

Before beginning the data collection phase, the researcher obtained formal approval from the relevant officials at the Bureau of Customs – Port of Iloilo.

The verified questionnaire was subsequently transitioned into a digital format via Google Forms and shared with the participants. This approach was chosen to ensure the process remained convenient, accessible, and efficient for everyone involved.

Participants were briefed on the study's objectives and provided with explicit guidance on how to complete the survey. Furthermore, they were given guarantees that their involvement was entirely optional and that their data would be handled with the highest level of privacy.

Strict ethical standards were maintained throughout the process, specifically regarding participant anonymity, data secrecy, and the freedom of respondents to opt out at any point without facing any repercussions.

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Once the collection period concluded, the feedback was gathered, categorized, and structured in preparation for the upcoming statistical evaluation.

Data Analysis

Data Analysis The data collected in this study were organized, coded, and analyzed systematically to answer the research questions. After the retrieval of the questionnaires, the responses were checked for completeness and accuracy before being encoded for analysis. Descriptive statistics were used to summarize the demographic profile of the respondents as well as the level of job motivation and work performance.

Moreover, inferential statistical techniques were employed to determine significant differences in job motivation and work performance when respondents were grouped according to their profile variables. Likewise, correlation analysis was utilized to examine the relationship between job motivation and work performance. The results of the analysis were presented in tabular form and were interpreted based on the objectives of the study.

The following scale was used in interpreting the results of the study:

Mean Score	Description
4.21 – 5.00	Very High
3.41 – 4.20	High
2.61 – 3.40	Moderate
1.81 – 2.60	Low
1.00 – 1.80	Very Low

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Statistical Tools

The information gathered for this research was examined through specific statistical tools to address the study's core questions.

Frequency Count and Percentage. These were used to describe the demographic profile of the respondents.

Weighted Mean. This was used to determine the level of job motivation and work performance.

Mann–Whitney U Test and Kruskal–Wallis H Test. These non-parametric tests were used to determine whether there are significant differences in job motivation and work performance when respondents are grouped according to profile variables.

Spearman's rho Correlation (ρ). This was used to determine the relationship between job motivation and work performance.

The threshold for significance was established at **0.05**, acting as the benchmark for determining whether to accept or reject the null hypotheses.

RESULTS AND DISCUSSIONS

Utilizing a descriptive-correlational research framework, this study investigated the relationship between professional drive and job productivity among personnel at the Bureau of Customs – Port of Iloilo.

Specifically, the research assessed the intensity of motivation through the lenses of intrinsic and extrinsic drivers, evaluated overall performance levels, identified potential

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variations across demographic groups, and explored the statistical connection between motivation and workplace efficiency.

The respondents were primarily within the 30–39 age bracket, had 1–5 years of service, and were predominantly regular employees. This profile indicates a relatively young, developing workforce currently in a stage of career growth and skill enhancement.

Findings revealed that employees possess a high level of job motivation. Intrinsic motivation surpassed extrinsic motivation, suggesting that staff are primarily driven by internal factors such as achievement, satisfaction, and commitment, while external factors like salary, recognition, and job security also contribute to sustained drive.

Regarding work performance, employees demonstrated high levels across all indicators, particularly in commitment and timeliness. This indicates that staff are generally dedicated, responsible, and capable of completing tasks effectively within established standards. Data analysis revealed no significant variations in motivation or productivity when participants were categorized by demographic factors. This suggests that the staff maintains consistent levels of drive and output regardless of age, tenure, or employment status.

Additionally, the research identified a robust positive correlation between motivation and job performance. This finding highlights that as employee motivation increases, there is a corresponding and significant improvement in work results.

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Conclusion

Based on the research findings, the following conclusions were established:

The respondents are predominantly young professionals in the early stages of their careers with stable employment status. Despite being in a developmental phase, they exhibit high levels of motivation and a strong psychological readiness to perform their duties. The dominance of intrinsic motivation suggests that personal satisfaction and a sense of duty to public service are more influential than external rewards alone.

Employees demonstrate high effectiveness in fulfilling their responsibilities, particularly in commitment and timeliness. Because performance and motivation levels remain uniform across different age groups, tenures, and employment statuses, it is concluded that demographic characteristics do not dictate professional output in this environment. This uniformity likely stems from standardized organizational systems, clear job descriptions, and consistent performance expectations.

There is a statistically significant positive link between professional drive and job execution. Motivation acts as a vital catalyst; when workers are inspired, they demonstrate deeper loyalty, increased operational speed, and a higher standard of work. Ultimately, job motivation serves as a primary predictor of performance, making it a fundamental pillar for institutional success and quality service delivery in public sector agencies.

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