



MOTIVATION AND HYGIENE FACTORS AND PERFORMANCE OF OUTSOURCED EMPLOYEES IN HOME DEVELOPMENT MUTUAL FUND CALAMBA HUB

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ABSTRACT

The main objective of this study was to determine the extent of motivation and hygiene factors of Home Development Mutual Fund Calamba Hub and its relationship to outsourced employees' work performance. The respondents of the study were 84 outsourced employees. The survey questionnaire was formulated to acquire the needed information relevant to answering the statement of the problem. To achieve the fundamental thrust of the study, the following statistical tools were utilized for quantitative data analysis: The mean and Four-Point Likert scale was used to identify the extent of motivation and hygiene factors and the performance of outsourced employees, and the Pearson Product-Moment Correlation coefficient was used to determine the relationship between the two variables. This study revealed that there was a significant relationship between motivation and hygiene factors and outsourced employees' performance which inferred that the more the motivation factors and hygiene factors were observed, the better the performance of outsourced employees in the Home Development Mutual Fund Calamba Hub. In light of the conclusion drawn, the agency, DBP Service Corporation (DBPSC), and the management of the Home Development Mutual Fund Calamba Hub, may collaborate to better understand and improve the motivation and hygiene factors provided to their outsourced employees. This would be accomplished by conducting an assessment of their current motivation factors and hygiene factors. In order to increase the performance of outsourced employees, an action plan was proposed to further enhance the motivation and hygiene factors currently offered to outsourced employees at Home Development Mutual Fund Calamba Hub.

Keywords: Motivation, Hygiene Factors, Performance, Outsourced Employees

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INTRODUCTION

Organizations in this dynamic globalized world are constantly attempting to develop and motivate their employees to assist them in achieving higher levels of performance through the use of various Human Resource applications and practices. The most important component of any organization is its human resource because it serves as the engine that propels and controls the activities of the organization. It is generally agreed that employee motivation is a driving force that motivates employees toward the achievement of specific goals and objectives of the organization.

As it is, motivated employees are an asset to a company and are directly proportional to its performance. Motivation is intangible, difficult to quantify, and difficult to monitor, but when done correctly, it is relatively simple to facilitate. It all comes down to concentration, determination, and perseverance. Motivation is an important aspect of a person's life. Whether it is about enhancing one's or company's success. Motivated employees do not need to be told how to do their jobs; they take the initiative, are willing to take on new tasks, are creative, and are go-getters.

In the study conducted by Reyes (2019), she cited that from the Philippine government's perspective, they always had to account for fiscal resources. Most of the private and government agencies resort for contractualization or outsourced its employees to address the gap in the workforce, due to the multiple costs incurred upon worker regularization, and to avoid being obligated to regularize employees after six months, employers had to be more flexible in cutting down their expenses via contractual work arrangements.

Moreover, Tolentino, (2017, as cited in the study of Reyes, 2019) mentioned that typically, employees under these kinds of temporary working arrangements were subject to contracts of five months or less, which might or might not be renewable.

Meanwhile, Vega, (2012, as cited in Reyes, 2019) explained that the contractual workers were part of the informal sector where they did not have the security of tenure, were not qualified to be given benefits, and were not allowed for representation in their line of work. There were government agencies that resort to outsourced services to address the gap in the workforce and at the same time to lessen the cost of overhead. One of which was Home Development Mutual Fund Calamba Hub.

During times of social or economic stress, such as the COVID-19 pandemic, numerous Filipinos suffered and experienced anxiety, depression, lack of motivation at work, and financial difficulties many of them lost their jobs, and some even experienced the loss of their loved ones.

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Governments are more than ever reliant on the public to provide essential services, while also being subjected to intense financial scrutiny from the public, and thus are expected to do more with fewer resources. Even though employees may be suffering from mental health issues as a result of the circumstances, they are still expected to perform their jobs efficiently and effectively.

Due to different alternative working arrangements, and in compliance to IATF Protocols, these demands put an enormous strain on staffing resources as they have no choice but to perform their duties during the crisis, thus affecting their motivation and work performance. The majority of the employees of the aforementioned organizations are outsourced, specifically rank-and-file personnel who provide technical support, clerical and administrative support, customer service, and frontline service under the management of DBP Service Corporation.

It has been observed that amidst this global pandemic, there are several factors influencing the motivation and work performance of outsourced employees in the Home Development Mutual Fund Calamba Hub. Some factors, like work overloads that sometimes lead to employees' work fatigue resulting in low motivation and poor performance, inadequate salary and fringe benefits, lack of achievement and recognition, and job security influences employee's motivation at work. These factors possibly correlate to the employee's motivation and work performance. Employee motivation has a significant impact on employees' work productivity; therefore, it is essential that management address and improve employee motivation for employees to provide the best possible service to the public.

The primary objective of this study was to determine and evaluate the motivation and hygiene factors of Home Development Mutual Fund Calamba Hub and its relationship to outsourced employees' work performance. An action plan was developed to enhance the level of motivation and work performance of outsourced employees.

MATERIALS AND METHODS

The study employed a descriptive-correlational research design to determine the correlation between independent and dependent variables, which were motivation factors, hygiene factors, and the performance of outsourced employees, respectively. McCombes (2020) mentioned that this research design described the variables and the relationships that occurred naturally between and among them.

The study was conducted at the Home Development Mutual Fund Calamba Hub, located at the High-Rise Business Center Building in Brgy. Halang, Calamba City, Laguna. A simple random

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sampling technique was applied to select the corresponding number of respondents. The attendance of the outsourced employees was very unpredictable due to different alternative working arrangements. The outsourced employees in the Home Development Mutual Fund Calamba Hub had a total population of 106. The study utilized Raosoft Calculator and came up with a sample size of 84 respondents with a .05 margin of error and .95 confidence level.

The respondents of the study were the 106 outsourced employees in Home Development Mutual Fund Calamba Hub.

To elicit the desired information from the respondents, the study used a researcher-made questionnaire. The questionnaire was divided into three sections, each with its own set of instructions. Part I assessed the extent of motivation factors in terms of work itself, achievement and recognition, advancement, and responsibility. Part II aimed to evaluate the extent of hygiene factors in terms of salary and fringe benefits, interpersonal relationships with supervisors, peer relations, and job security. Lastly, Part III purported to assess the level of performance of outsourced employees in terms of task performance, contextual performance, and adaptive performance. The formulation of the research instrument was under the supervision of the research adviser. Using Google Forms as a medium to distribute and conduct the survey. The research questionnaire was retrieved, tallied, analyzed, and interpreted. Furthermore, a statistician was consulted for the processing and interpretation of data.

The following are the statistical treatments that were applied to the study by the statistician using Statistical Package for Social Sciences (SPSS): the mean and Four-Point Likert scale was used to identify the extent of motivation and hygiene factors and the performance of outsourced employees. The Pearson Product-Moment Correlation coefficient was used to determine the relationships between motivation factors and hygiene factors and the level of performance of the outsourced employees. The said correlation was used since there is a significant ($p > .05$) effect when there is a relationship between the two variables.

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RESULTS AND DISCUSSIONS

Table 1.1

Extent of the Motivation Factors Observed among Outsourced Employees of Home Development Mutual Fund Calamba Hub in terms of Work itself

| Indicators | Mean | Verbal Interpretation |
|---|-------------|-----------------------|
| 1. Work includes a variety of thrilling tasks to do. | 3.35 | FO |
| 2. The employees are empowered to do their best in their job. | 3.69 | FO |
| 3. Challenging but exciting job. | 3.55 | FO |
| 4. The employees are motivated to perform their job when the workplace promotes fair treatment. | 3.68 | FO |
| 5. The nature of job influences the level of motivation of employees at work. | 3.41 | FO |
| 6. The employees' degree of job enrichment embraced by the organization influences their motivation level | 3.27 | FO |
| 7. Employees find purpose in the work. | 3.39 | FO |
| Composite Mean | 3.48 | FO |

Legend: 3.25 - 4.00 Strongly Agree – Fully Observed (FO) 1.75 - 2.49 Disagree - Partially Observed (PO)
2.50 - 3.24 Agree – Observed (O) 1.00 - 1.74 Strongly Disagree-Not Observed (NO)

Table 1.1 depicts the extent of the Motivation Factors observed among outsourced employees of Home Development Mutual Fund Calamba Hub, in terms of **Work itself**. The composite mean was **3.48** and was verbally interpreted as **Fully Observed**.

This means that the Motivation Factors were fully observed among outsourced employees of Home Development Mutual Fund Calamba Hub in terms of Work itself.

Indicator number 2, "The employees were empowered to do their best in their job," was **Fully Observed** with the highest mean of **3.69** and also, indicator number 6, "The employees'

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degree of job enrichment embraced by the organization influences their motivation level," was **Fully Observed** and had lowest mean of **3.27**.

This implies that outsourced employees are motivated to perform at their highest levels in their jobs because they experienced something rewarding and fulfilling after completing the tasks assigned to them, a sense of achievement. The indicator with the lowest observation is in the indicators stating that the degree of job enrichment embraced by the organization influences the employee's motivation level" Respondents believed that job enrichment is an attempt to give them more responsibility by broadening the range and complexity of tasks assigned to them and granting them the necessary authority. It motivates employees by allowing them to make full use of their abilities, which has a positive impact on their level of motivation at the workplace.

In support, Hussein (2019) stated that many years of research in various human organizations showed that the nature of the job itself became a dominant factor of job worker motivation when workers assessed different aspects of their work, such as supervision, growth opportunities, salaries, and colleagues, and so on. When a worker's job was perceived to be important, his or her motivation level increases. Work challenges allowed employees to put their skills, knowledge, and intelligence to use in dealing with the complexities of their jobs. On the other hand, there was a negative relationship between intelligence and motivation when job complications persisted because most jobs were not challenging or interesting, and if the job lacked the perceived element of interest, intelligent workers may become demotivated.

Similarly, Landrum (2015. as cited in Nguyen, 2017) concluded that the work itself is a factor in employee motivation. It is possible that an employee loves his or her job, is happy with the pay, and has good relationships with his or her coworkers, but finds the work itself completely boring and uninspiring. A happy employee may stay, but if management wants to motivate staff, they need to provide fascinating work and empower them to participate in it. This includes developing strong work cultures, stimulating innovative thinking and innovation, and, most importantly, avoiding harmful, unfair, and unproductive work settings.

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Table 1.2

Extent of the Motivation Factors Observed among Outsourced Employees of Home Development Mutual Fund Calamba Hub in terms of Achievement and Recognitions

| Indicators | Mean | Verbal Interpretation |
|---|------|-----------------------|
| 1. Employees are happy to work in the company because it recognized their achievements. | 3.21 | O |
| 2. Employees feel satisfied with their job because it gives them a feeling of accomplishment. | 3.33 | FO |
| 3. Employees are properly rewarded whenever they accomplish something big for the organization. | 2.98 | O |
| 4. Employees feel appreciated when they achieve or complete a task. | 3.33 | FO |
| 5. The manager acknowledges employees for a job well done. | 3.25 | FO |
| 6. Employees receive adequate recognition for doing their job well. | 3.07 | FO |
| 7. When employees done something extraordinary, they are appropriately recognized. | 3.08 | O |
| 8. Employees are rewarded fairly for the work that they do. | 3.08 | O |

Legend: 3.25 - 4.00 Strongly Agree – Fully Observed (FO) 1.75 - 2.49 Disagree - Partially Observed (PO)
2.50 - 3.24 Agree – Observed (O) 1.00 - 1.74 Strongly Disagree-Not Observed (NO)

Table 1.2 reveals the extent of the Motivation Factors observed among outsourced employees of Home Development Mutual Fund Calamba Hub, in terms of **Achievement and Recognition**. The composite mean was **3.17** and was verbally interpreted as **Observed**.

This implies that the Motivation Factors were observed among outsourced employees of Home Development Mutual Fund Calamba Hub in terms of Achievement and Recognition.

It can be noticed that the overall results, indicators number 2 and 4, "The employees feel satisfied with their job because it gives them a feeling of accomplishment" and "The employees feel appreciated when they achieve or complete a task," were **Fully Observed** yielding the highest mean of **3.33**. Meanwhile, indicator number 3, "The employees were properly rewarded

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whenever they accomplish something significant for the organization," had the lowest mean of **2.98** and was interpreted as **Observed**.

This implies that the outsourced employees are appreciated but not completely recognized. This was motivated by a perceived lack of appropriate acknowledgement for successful endeavors or accomplishments. However, it has been discovered that achievement and recognition are not treated equally in the organization, with supervisors being more likely to be recognized than outsourced employees. Organizations must recognize and reward employees who perform above and beyond expectations. Each individual is motivated by unique factors. Employees feel valued when their incentives are tied to their performance. It is essential for organizations to recognize the effort put forth by employees to accomplish a goal.

In support of this, Healthfield (2017) asserted that it is critical for employees to have their contributions recognized, regardless of their job or position. If an employee has spent a large amount of time working on a task or is just eager to assist other employees, applaud and thank them. It is apparent that it is more than just giving compliments. Employees who have their efforts recognized will feel a sense of success and fulfillment, and they will continue to excel at work. However, it is vital to highlight that the effectiveness of recognition as a motivator varies per employee, with one employee increasing job productivity after being recognized while another does not. Working closely with employees enables you to understand how they respond to acknowledgment, allowing you to deliver appropriate recognition.

Also, Hussain (2019) stated that organizations recognize their employees in order to maintain their self-esteem and passion. Employees who are recognized in their organizations are highly motivated and perform impressively. This is due to the fact that motivated employees perform well, which increases one's intent to engage in certain behaviors. Organizations achieve their objectives in this manner. Employee recognition and job performance are inextricably linked. High performance is the result of a combination of motivation and skill on the job. Employee recognition improves employee morale, which increases the firm's overall productivity. Employees want to be valued by their managers in addition to being compensated. It will boost employee morale. Employees will be more motivated if their efforts are recognized by their managers. Recognizing employees involves appreciating and caring about their contributions. It is critical for businesses to recognize their employees. According to other studies, it is preferable to recognize employees rather than provide incentives. Employee recognition encompasses both monetary and non-monetary programs. Employee recognition could indeed take the form of writing their names in the company newsletter, letters of commendation, extra time off, and verbal appreciation. This

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is indeed a form of employee care and appreciation. Non-monetary awards are more motivating than monetary awards. Employees believe they are valued in this manner.

Table 1.3

Extent of the Motivation Factors Observed among Outsourced Employees of Home Development Mutual Fund Calamba Hub in terms of Advancement

| Indicators | Mean | Verbal Interpretation |
|--|-------------|-----------------------|
| 1. The employees chose career advancement rather than monetary incentives. | 3.29 | FO |
| 2. The employees have had work opportunities to learn and grow in the past years. | 3.36 | FO |
| 3. The employees job allows them to learn new skills for career advancement. | 3.36 | FO |
| 4. The extent to which employees feel they are being trained and developed at their job has an impact on their motivation. | 3.31 | FO |
| 5. The employees believe that degree of promotion opportunities exist within the organization affects their motivation level to work | 3.15 | O |
| 6. The company provided employees opportunities for their career development. | 3.18 | O |
| 7. The company influence employees to have the initiative to determine and plan their career development. | 3.25 | FO |
| 8. The Employees received mentoring from their seniors. | 3.36 | FO |
| Composite Mean | 3.28 | FO |

Legend: 3.25 - 4.00 Strongly Agree – Fully Observed (FO) 1.75 - 2.49 Disagree - Partially Observed (PO)
2.50 - 3.24 Agree – Observed (O) 1.00 - 1.74 Strongly Disagree-Not Observed (NO)

Table 1.3 exhibits the extent of the Motivation Factors observed among outsourced employees of Home Development Mutual Fund Calamba Hub in terms of **Advancement**. The composite mean was **3.28** and was verbally interpreted as **Fully Observed**.

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This indicates that the Motivation Factors were Fully Observed among outsourced employees of Home Development Mutual Fund Calamba Hub in terms of Advancement. Indicators 2 and 3, "The employees have had work opportunities to learn and grow in the past years" and "The employees job allows them to learn new skills for career advancement," yielded the highest mean of **3.36** and were both **Fully Observed**. Consequently, indicator number 5 "The employees believe that degree of promotion opportunities exist within the organization affects their motivation level to work" was **Observed** attaining the lowest mean of **3.15**.

This indicates that they have developed a diverse set of skills and knowledge during their tenure with the organization. They believe, however, that promotion opportunities are always contingent on whether an open Plantilla position exists and whether you meet the position's eligibility requirements. The vast majority of outsourced employees are ineligible for the Civil Service, which is a key necessity for applying for Plantilla positions in any government agency.

In support of this, Lipman (2014, as cited in Nguyen, 2017) stated that advancement as a motivator signifies the prospect of getting promoted to a higher position, earning a greater pay, and receiving additional perks from the organization. Understanding each employee's needs and supporting them to reach the pleased drivers is another technique to inspire employees because not all employees have the same advancement incentive. Growth motivation, like progress motivation, is one of the motivators that aids in employee retention. However, the concept is broader, and it does not confine itself to professional development or increased income and perks. Employees who are energetic, eager, determined, and, most importantly, ambitious are desirable. They are continually on the hunt for better possibilities to progress, get more knowledge, learn new skills, increase their network, and take on new challenges. Providing and stimulating growth motivation for employees is a key approach of enhancing motivation.

Additionally, Dialoke and Nkechi (2017) mentioned that, typically, career advancement entails a well-defined path of progression through the ranks of an organization. It is solely based on merit, regardless of race, gender, age, or ethnicity. Cases that are deserving of advancement are considered. When employees realize that they all have an equal chance of success, it becomes easier for them to give their all. Career advancement is important to this study and the employees who actively engage in it because it provides them with the opportunity for long-term success, higher pay, job security, and job satisfaction. A commitment to career advancement will allow you to take steps toward a more motivated workforce and a high-performing organization. It also provides employees with opportunities to further their education and receive training, thereby strengthening employees' skill sets and allowing them to be considered for promotion and advancement in their careers.

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Table 1.4

Extent of the Motivation Factors Observed among Outsourced Employees of Home Development Mutual Fund Calamba Hub in terms of Responsibility

| Indicators | Mean | Verbal Interpretation |
|--|-------------|-----------------------|
| 1. The employee has control over how they do their work. | 3.29 | FO |
| 2. The Employees opinion were matters at work | 3.19 | O |
| 3. The employees feel that they can take more responsibilities with their current level of skills and trainings they received. | 3.24 | O |
| 4. The Employees felt a great sense of satisfaction whenever they do their job well | 3.53 | FO |
| 5. The Employees are more motivated to carry out their job when they feel it has a significant contribution to the organization. | 3.40 | FO |
| 6. Attaining constant job feedback on employees' level of performance influences them of how much they are motivated to perform their job. | 3.27 | FO |
| 7. The employees amount of work responsibilities they possessed affects their motivation level to work. | 3.28 | FO |
| 8. The amount of work expected to the employees is reasonable. | 3.20 | O |
| Composite Mean | 3.30 | FO |

Legend: 3.25 - 4.00 Strongly Agree – Fully Observed (FO) 1.75 - 2.49 Disagree - Partially Observed (PO)
2.50 - 3.24 Agree – Observed (O) 1.00 - 1.74 Strongly Disagree-Not Observed (NO)

Table 1.4 unveils the extent of the Motivation Factors observed among outsourced employees of Home Development Mutual Fund Calamba Hub in terms of **Responsibility**. The composite mean was **3.30** and was verbally interpreted as **Fully Observed**.

This infers that the Motivation Factors were Fully Observed among outsourced employees of Home Development Mutual Fund Calamba Hub in terms of Responsibility.

Indicator number 4, "The employees felt a great sense of satisfaction whenever they do their job well," was **Fully Observed** and garnered the highest mean of **3.53**. In contrast, indicator number 2, "The employees' opinion was matters at work," was **Observed** and had the lowest mean of **3.19**.

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This implies that the outsourced employees are passionate about their work and deeply committed to the organization. Furthermore, employees assign meaning to their work in a variety of ways; for instance, some may derive meaning from the fact that it allows them to provide for their families and engage in non-work activities that they enjoy. Others may find meaning in their ability to progress and become the best version of themselves. Employees who were satisfied with their jobs were less likely to miss work than those who were dissatisfied with their jobs. Meaningful work was also linked to higher levels of life satisfaction and lower levels of depression.

Responsibility consists of employees' perception towards their work whether it is too tough or challenging, to relax, tedious and exciting. Management that allows and listen to their employees' ideas and give them an opportunity to present, hence gaining the status, responsibility and achieving self-esteem or accomplishing self-acknowledgement, will increase employee's job's satisfaction.

According to Shazali (2018), research revealed substantial relationships between motivational elements and job performance. Most people work to attain something, whether it be intrinsic or extrinsic. It is necessary for people to be satisfied. According to them, an employee who can finish a particular task on time and receives positive feedback will enhance their level of satisfaction and employee motivation. On the other side, if the individual is unable to complete the project on time or feels rushed and unable to execute the job correctly, the degree of pleasure may diminish.

Table 2.1
Extent of the Hygiene Factors Observed Among Outsourced Employees of Home Development Mutual Fund Calamba Hub in terms of Salary and Fringe Benefits

| Indicators | Mean | Verbal Interpretation |
|---|------|-----------------------|
| 1. Employees are encouraged to work harder because of their salary. | 3.12 | 0 |
| 2. The company offers the kind of benefits the employee wants | 3.02 | 0 |
| 3.The company gives employee an incentive not only to recognize good performance but also to encourage employees. | 3.05 | 0 |
| 4. The monetary compensation/salary structure affects the employee's motivation level to work. | 3.15 | 0 |

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| | | |
|---|-------------|----------|
| 5. The organization provides competitive compensation and benefits packages compared to others companies in the industry. | 3.13 | O |
| 6. The employees are compensated fairly. | 3.26 | FO |
| 7. When the employees joined the company, all benefits are clearly and thoroughly explained to them. | 3.24 | O |
| 8. Employee's compensation motivates them. | 3.20 | O |
| Composite Mean | 3.15 | O |

Legend: 3.25 - 4.00 Strongly Agree – Fully Observed (FO) 1.75 - 2.49 Disagree - Partially Observed (PO)
2.50 - 3.24 Agree – Observed (O) 1.00 - 1.74 Strongly Disagree-Not Observed (NO)

Table 2.1 shows the extent of the Hygiene Factors observed among outsourced employees of Home Development Mutual Fund Calamba Hub in terms of **Salary and Fringe Benefits**. The composite mean was **3.15** and was verbally interpreted as **Observed**.

This connotes that the Hygiene Factors were observed among outsourced employees of Home Development Mutual Fund Calamba Hub in terms of Salary and Fringe Benefits.

Indicator number 6, "The employees were compensated fairly," was **Fully Observed** and gained the highest mean of **3.26**. Whereas, indicator number 2, "The company offers the kind of benefits the employee want," was **Observed** and attained the lowest mean of **3.02** which was interpreted as **Observed**.

This implies that the outsourced employees are satisfied with their current pay/salary, however, the company's current benefits policies are not 100% competitive enough for its outsourced employees, particularly those who handle highly technical jobs, as well as those skilled and talented employees who have demonstrated a high level of dedication to their jobs.

According to Liboon (2017), attractive employee benefits were one of the fundamental conditions for employee retention. Employee perceptions of their welfare benefits in the organization had the potential to affect employee performance. Furthermore, he mentioned that employee benefits were significant factors in reducing employees' intentions of leaving their current jobs. The availability of employee benefits had a strong relationship with employees' intentions to continue working in a particular company. However, wages and salaries might have to be higher to attract and retain good and talented employees.

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Gusti (2020) asserted that salary had a favorable and considerable effect on employee performance. Giving appreciation, such as incentives as a result of compensations from all businesses offered to the company, was one technique to boost employee performance. Compensation had a significant impact on employees in terms of motivating them to perform to the best of their ability at all times. The impact of compensation in shaping potential employees was significant. Employee performance would be affected by a high and relevant level of pay. Employees required compensation to meet their necessities and increase their well-being.

Table 2.2
Extent of the Hygiene Factors Observed among Outsourced Employees of Home Development Mutual Fund Calamba Hub in terms of Interpersonal Relationship with Supervisors

| Indicators | Mean | Verbal Interpretation |
|--|-------------|-----------------------|
| 1. The performance of employees has improved because of their supervisor's support. | 3.45 | FO |
| 2. The supervisor of the employees provides effective supervision. | 3.45 | FO |
| 3. The supervisor of the employees is always open and transparent about what is happening. | 3.41 | FO |
| 4. The supervisor treats them with respect. | 3.51 | FO |
| 5. The employee's supervisor is approachable and easy to talk to. | 3.55 | FO |
| 6. The employees' supervisor trusts them that they can accomplish tasks without his/her supervision. | 3.53 | FO |
| Composite Mean | 3.48 | FO |

Legend: 3.25 - 4.00 Strongly Agree – Fully Observed (FO) 1.75 - 2.49 Disagree - Partially Observed (PO)
2.50 - 3.24 Agree – Observed (O) 1.00 - 1.74 Strongly Disagree-Not Observed (NO)

Table 2.2 shows the extent of the Hygiene Factors observed among outsourced employees of Home Development Mutual Fund Calamba Hub in terms of **Interpersonal Relationship with Supervisor**. The composite mean was **3.48** and was verbally interpreted as **Fully Observed**.

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This implies that the Hygiene Factors were Fully Observed among outsourced employees of Home Development Mutual Fund Calamba Hub in terms of Interpersonal relationships with Supervisors.

It clearly shows that the response of outsourced employees in all indicators were **Fully Observed**. Indicator number 5, "The employees' supervisor is approachable and easy to talk to," garnered the highest mean of **3.55**. In the same manner, indicator number 3, "The employees' supervisor is always open and transparent about what is happening," was **Fully Observed** and attained the least mean of **3.41**.

This implies that outsourced employees have a favorable relationship with their superiors and are content to work alongside them. A positive supervisor-subordinate relationship can aid in the promotion of corporate loyalty. Employees are more likely to enjoy their jobs if they feel connected to their immediate supervisor and are motivated to perform at their best, which results in more commendable work performance.

Chapman (1999, as cited in Hampton, 2019) stated in his book 9th Edition of "Your Attitude is Showing." that the supervisor's primary responsibility was the relationship with the employees under their control. Out of all of the responsibilities that a supervisor has, the most important one that they must take care of is their relationship with the employees that they are managing. A manager who would in their employees would be more likely to have consistent productivity, which would result in a higher overall quality of work, according to the author. This was also something to keep in mind when managing an underperforming employee. Employees who performed below expectations were more likely to believe that they were at the bottom of the organizational hierarchy, which was untrue. Shelton observed that, even if it was not explicitly stated, the employees were aware of where they stood concerning the supervisor's thoughts and intentions. If an employee believed that they were not valued, they were more likely to perform at a lower level than they otherwise would.

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Table 2.3

Extent of the Hygiene Factors Observed among Outsourced Employees of Home Development Mutual Fund Calamba Hub in terms of Peer Relations

| Indicators | Mean | Verbal Interpretation |
|--|-------------|-----------------------|
| 1. The people in the unit/department care about each other. | 3.32 | FO |
| 2. The employees work group collaborates effectively with other workgroups or departments. | 3.31 | FO |
| 3. The employees co-workers' work groups/departments treated them with respect. | 3.42 | FO |
| 4. The employees can count on their co-workers whenever they need help. | 3.45 | FO |
| 5. The employees co-workers affect their motivation level to work. | 3.19 | O |
| 6. Employees enjoy the level of support from their colleagues. | 3.36 | FO |
| 7. Employees feel that there is a friendly atmosphere among staff. | 3.44 | FO |
| 8. It is easy to get along with their colleagues. | 3.40 | FO |
| Composite Mean | 3.36 | FO |

Legend: 3.25 - 4.00 Strongly Agree – Fully Observed (FO) 1.75 - 2.49 Disagree - Partially Observed (PO)
2.50 - 3.24 Agree – Observed (O) 1.00 - 1.74 Strongly Disagree-Not Observed (NO)

Table 2.3 shows the extent of the Hygiene Factors observed among outsourced employees of Home Development Mutual Fund Calamba Hub in terms of **Peer Relations**. The composite mean was **3.36** and was verbally interpreted as **Fully Observed**.

This deduces that the Hygiene Factors were Fully Observed among outsourced employees of Home Development Mutual Fund Calamba Hub in terms of Peer Relations.

Indicator number 4, "The Employees can count on their coworkers whenever they need help," provided the highest mean of **3.45** and was interpreted as **Fully Observed**. In contrast, indicator number 5, "The Employees coworkers influence their motivation to work," obtained the lowest mean of **3.19** and was interpreted as **Observed**.

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This connotes that the outsourced employees had a positive working relationship with one another. The influence of one coworker's behavior on another coworker's performance may be greater than the organization's and supervisor's influence. As a result, the relationship between various aspects of coworkers' support is critical because it has an effect on a variety of work outcomes.

When needed, coworkers assist one another in their responsibilities by sharing knowledge and skills, as well as providing encouragement and support. Cooperation and understanding among peers have been shown to affect favorable levels of job satisfaction, dedication, and performance. Employees are motivated to achieve their goals when they have the support of their coworkers. Employees are like a family at work and work on the same wavelength, understanding one other's concerns and troubles better than anyone else can, which increases their productivity while working.

Support to that KC (2016) demonstrated how, even after controlling for leader influences, coworkers have a considerable impact on their peers' job results since they are close to them, in direct contact with them, and have equal standing. As a result, the influence of one coworker's behavior on the performance of another coworker's behavior may be stronger than the influence of the organization and the supervisor. Thus, the interaction between the many components of coworkers' support in the workplace is significant since it influences a variety of work outcomes.

Table 2.4
Extent of the Hygiene Factors Observed among Outsourced Employees of Home Development Mutual Fund Calamba Hub in terms of Job Security

| Indicators | Mean | Verbal Interpretation |
|--|------|-----------------------|
| 1. Employees prefer to stay with this organization rather than apply for another | 3.16 | 0 |
| 2. Employees believe that there are good career opportunities for them in the company. | 3.21 | 0 |
| 3. Employee's career path exists in the company. | 3.15 | 0 |
| 4. The employees are contented with their current job status. | 2.81 | 0 |

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| 5. The employees see themselves working for this organization in the long run | 3.24 | O |
| 6. Employees believed that they have a secured and stable job in this organization. | 2.85 | O |
| 7. The employees supervisor encourages them to stay until they reach retirement age. | 2.82 | O |
| 8. The employees work hard at their job so that they will not be terminated. | 3.46 | FO |
| Composite Mean | 3.09 | O |

Legend: 3.25 - 4.00 Strongly Agree – Fully Observed (FO) 1.75 - 2.49 Disagree - Partially Observed (PO)
2.50 - 3.24 Agree – Observed (O) 1.00 - 1.74 Strongly Disagree-Not Observed (NO)

Table 2.4 shows the extent of the Hygiene Factors observed among outsourced employees of Home Development Mutual Fund Calamba Hub, in terms of **Job Security**. The composite mean was **3.09** and was verbally interpreted as **Observed**.

This simply means that the Hygiene Factors were Observed among outsourced employees of Home Development Mutual Fund Calamba Hub in terms of Job Security.

It was interesting to note that the majority of responses from outsourced employees were **Observed** in all indicators. Indicator number 8, "The Employees work hard at their job so that they will not be terminated," was **Fully Observed** and yielded the highest mean of **3.46**, although indicator number 4, "The Employees are contented with their current job status," had the lowest mean of **2.81** and was interpreted as **Observed**.

This connotes that outsourced employee are satisfied with their current job status and has the desire to be promoted or regularized. According to respondents, they stayed rather than applying for another job for personal reasons. Several employees believed that they will be regularized in the future; they are so loyal to the organization that they chose to stay rather than find a new job; others stated that it is difficult to find a new job due to the pandemic and they are grateful to have one; some mentioned that they lack Civil Service Eligibility; and others stated that it is due to the experience and skills gained over the years. Some are fearful of venturing outside their comfort zone, while others are contented with what they have.

In support, Owoyele (2017) stated that job security has become essential in employee and organizational preference lists, particularly for economic reasons. As a result, it has become one of the most critical and vital aspects influencing employee motivation and performance.

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According to studies, almost 75% of employees globally chose to keep their jobs over other things on their preference list. Every employee's most fervent aim is to keep their jobs for as long as possible. According to this point of view, job security is a determining factor and a crucial factor affecting an employee's decision to join or leave a business. Job security has a substantial impact on employee performance, and people are less motivated to work when job security is inadequate. According to studies on the consequences of job loss and having a job, employee conduct begins to deteriorate as soon as they begin to worry about job loss. Job security motivates employees and influences other motivation levels. As a result, job security was recognized as one of the three most significant motivational elements across all subcategories. Furthermore, the hotel staff study revealed that job security serves as a significant motivator because it improves unfavorable work behaviors and the desire to leave the workplace. Employee turnover has been observed to be significant in those circumstances due to a lack of job stability. When people do not feel safe in their jobs, they experience greater stress and bad emotions, which affect their work performance.

Furthermore, Karama (2017) concluded in the study "Job Security Employee Motivation and Performance among Employees in Organizations" that job security is positively related to employee motivation; employee motivation is also positively related to performance; and job security is positively related to employee performance. As a result, encouraging job security among employees would considerably encourage a high degree of employee motivation, which would, in turn, boost employee performance. Employees' performance is more likely to improve when they feel comfortable, according to the data, even if they are not particularly motivated.

Table 3. 1
Level of Performance of Outsourced Employees of Home Development Mutual Fund Calamba Hub in terms of Task Performance

| Indicators | Mean | Verbal Interpretation |
|---|------|-----------------------|
| 1. The employees can work effectively even on tight timetables. | 3.35 | VG |
| 2. The employees were highly proficient and knowledgeable about their job | 3.31 | VG |

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| | | |
|--|-------------|-----------|
| 3. The Employees were always contributed efficiently to the team's performance | 3.46 | VG |
| 4. The employees can complete their core tasks well using the standard procedures. | 3.40 | VG |
| 5. The employees' manifest thoroughness and preciseness to details. | 3.33 | VG |
| 6. The employees can understand the connections between their previous, intervening, and subsequent tasks. | 3.36 | VG |
| 7. The employees can monitor their work so to measure quality and quantity. | 3.44 | VG |
| 8. The employees can produce the required volume of work. | 3.39 | VG |
| 9. The employees can come up with sound suggestions to problems. | 3.32 | VG |
| 10. The employees can work accurately and effectively. | 3.45 | VG |
| Composite Mean | 3.38 | VG |

Legend: 3.26 - 4.00 Always – Very Good (VG) 1.76 - 2.50 Rarely – Fair (F)
 2.51 - 3.25 Often – Good (G) 1.00 - 1.75 Never - Poor (N)

Table 3.1 shows the level of performance of outsourced employees of Home Development Mutual Fund Calamba Hub, in terms of **Task Performance**. The composite mean was **3.38** and was verbally interpreted as **Very Good**.

This deduces that the level of performance of outsourced employees of Home Development Mutual Fund Calamba Hub was Very Good in terms of Task Performance.

It clearly shows that, based on the responses of outsourced employees, indicator number 3, "The Employees were always contributed efficiently to the team's performance," had the highest mean of **3.46** and was interpreted as **Very Good**. Whereas, indicator number 2, "The employees were highly proficient and knowledgeable about their job," obtained the lowest mean of **3.31** and was also interpreted as **Very Good**.

This implies that the outsourced employees were efficient and competent individuals who completed their tasks on time.

In support of this, Hartini (2019) stated that task performance is an important component for predicting individual behavior and performance at work. They defined task performance as

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"the efficacy with which job occupants execute their given responsibilities, resulting in the realization of the organization's mission while compensating the organization and the person accordingly." Furthermore, task performance entails activities that are formally regulated and required by the job description. Most firms use task performance to assess an employee's ability to perform the main technical duties of a job function. Work quantity and quality, job skills, and job knowledge are the major characteristics that represent task performance.

Table 3.2
Level of Performance of Outsourced Employees of Home Development Mutual Fund Calamba Hub in terms of Contextual Performance

| Indicators | Mean | Verbal Interpretation |
|---|-------------|-----------------------|
| 1. The employees can always perform their tasks without supervision | 3.34 | VG |
| 2. The employees actively look for ways to improve their performance at work. | 3.60 | VG |
| 3. The employees were always demonstrating dedication and commitment to the tasks assigned to them. | 3.54 | VG |
| 4. The employees are willingly help others (whenever necessary) in their job. | 3.59 | VG |
| 5. The employees practice self-discipline on their work. | 3.62 | VG |
| 6. The employees were always showing appreciation and gratitude whenever someone assists them in any form | 3.66 | VG |
| 7. The employees were always fulfilling their responsibilities. | 3.59 | VG |
| 8. The employees can meet their appointments on time. | 3.46 | VG |
| 9. The employees show tact to deal with people they have contact with. | 3.39 | VG |
| 10. The employees can perform extra tasks. | 3.46 | VG |
| Composite Mean | 3.52 | VG |

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Table 3.3 reveals the level of performance of outsourced employees of Home Development Mutual Fund Calamba Hub in terms of **Adaptive Performance**. The composite mean was **3.39** and was verbally interpreted as **Very Good**.

This connotes that the level of performance of outsourced employees of Home Development Mutual Fund Calamba Hub was Very Good in terms of Adaptive Performance.

It reveals that "The employees were always making every effort, no matter how tough, to adapt to the working environment they are into" was interpreted as **Very Good** with the highest mean of **3.53**, On the other hand, "Employees feels at ease even if their tasks changes and occurs at a very fast pace" had the lowest mean of **3.21** and was interpreted as **Good**.

This implies that outsourced employees are adaptable, flexible, and always provide a solution in any situation they find themselves in; they can easily adjust and re-organize themselves in response to various shifts and changes in their work environment.

Accordingly, Anushree (2021) claimed that strong performers in today's firms are those who anticipate future demands and adapt to changing job requirements by learning new activities, technology, procedures, and roles. Organizations wanted their employees to be adaptable. The adaptive performance took the concept of adaptability beyond a person's ability to behave in a given way to exhibiting this through performance. The authors underlined that adaptive performance included a set of behaviors rather than just the capacity or intent to adjust. In that scenario, adaptive performance was likewise defined broadly and recognized as a valid part of job performance.

Table 4
Test of Significant Relationship between the Motivation Factors and Outsourced Employee's Performance

| Motivational factors | Performance | r value | p value | Decision | Remarks |
|-----------------------------|-------------|---------|---------|-----------|-------------|
| Work itself | Task | .494** | .000 | Reject ho | Significant |
| | Contextual | .415** | .000 | Reject ho | Significant |
| | Adaptive | .576** | .000 | Reject ho | Significant |
| Achievement and Recognition | Task | .421** | .000 | Reject ho | Significant |
| | Contextual | .345** | .000 | Reject ho | Significant |
| Advancement | Adaptive | .418** | .000 | Reject ho | Significant |
| | Task | .598** | .000 | Reject ho | Significant |
| | Contextual | .479** | .000 | Reject ho | Significant |

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| | | | | | |
|----------------|------------|--------|------|-----------|-------------|
| Responsibility | Adaptive | .675** | .000 | Reject ho | Significant |
| | Task | .634** | .000 | Reject ho | Significant |
| | Contextual | .552** | .000 | Reject ho | Significant |
| | Adaptive | .655** | .000 | Reject ho | Significant |

Correlation is significant at the 0.01 level (2-tailed).**

Table 4 unveils the test of the significant relationship between motivation factors and employee performance. The probability values were all less than the level of significance at .05 thus rejecting the null hypothesis. It could be concluded that there was a significant relationship between motivation factors observed among the outsourced employees of Home Development Mutual Fund and their performance. All Motivation Factors such as Work Itself, Achievement and Recognition, Advancement, and Responsibility were related to Outsourced Employee Performance such as Task Performance, Contextual Performance, and Adaptive Performance.

The above-mentioned findings of the study implied that the more the motivational factors observed, the better the performance of outsourced employees of Home Development Mutual Fund Calamba Hub.

According to Shazali (2018), research revealed substantial relationships between motivational elements and job performance. The majority of people strived to accomplish something, whether it be intrinsic or extrinsic. It was critical for people's satisfaction. Employees that were able to accomplish a given task on time and receive positive feedback would boost their level of satisfaction and employee motivation, according to them. However, if the individual was unable to complete the project on time or feels rushed and unable to execute the job correctly, the level of satisfaction might diminish. Furthermore, progress and possibilities for advancement motivated employees to work hard. Employee performance and worker execution relied heavily on the cycle of advancement, inspiration, contentment, and feedback. This cycle's components were all interconnected.

The writers also stated that progress referred to the foreseeable or unpredictable probability of advancement or promotion. Motivator aspects such as 'work itself' and 'progress' could help employees perform better at work. Work itself was comprised of employees' perceptions of their work, such as whether it was too challenging, relaxing or stimulating, tiresome or interesting, and so on. Employees would be more satisfied with their jobs if management enabled and listened to their employees' ideas and gave them the opportunity to offer them such as acquiring prestige, responsibility, and achieving self-esteem or self-acknowledgment.

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However, if the chance for advancement would be dwindling or the worker reached the pinnacle, it would have a negative impact on employee happiness, as employees might sense and feel their work and status. Another motivating aspect was an acknowledgment, which they defined as subjective, sincere, and real feedback based on identifying people as sincere, deserving of regard, requirement, and equipped with their potential. As a result, people were constantly looking for methods to be recognized, appreciated, and valued for their contributions. Another part of employee appreciation, in their opinion, is the physical act of doing something to recognize and applaud their good effort and job. As a result, the job performance of the employees would improve.

Table 5

Test of Significant Relationship between the Hygiene Factors and Outsourced Employee's Performance

| Hygiene factors | Performance | r value | p value | Decision | Remarks |
|---|-------------|---------|---------|-----------|-------------|
| Salary and fringe benefits | Task | .314** | .000 | Reject ho | Significant |
| | Contextual | .294** | .000 | Reject ho | Significant |
| | Adaptive | .382** | .000 | Reject ho | Significant |
| Interpersonal relationship with supervisors | Task | .681** | .000 | Reject ho | Significant |
| | Contextual | .683** | .000 | Reject ho | Significant |
| | Adaptive | .607** | .000 | Reject ho | Significant |
| Peer relations | Task | .366** | .000 | Reject ho | Significant |
| | Contextual | .277* | .000 | Reject ho | Significant |
| | Adaptive | .341** | .000 | Reject ho | Significant |
| Job Security | Task | .473** | .000 | Reject ho | Significant |
| | Contextual | .347** | .000 | Reject ho | Significant |
| | Adaptive | .480** | .000 | Reject ho | Significant |

Correlation is significant at the 0.01 level (2-tailed).**

Table 5 reveals the test of significant relationship between hygiene factors and employee performance. The probability values are all less than the level of significance at .05 thus rejects the null hypothesis. It can be concluded that there is significant relationship between hygiene factors observed among the outsourced employees of Home Development Mutual Fund and their performance. All Hygiene Factors such as Salary and Fringe Benefits, Interpersonal relationship

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with Supervisors, Peer relations and Job Security are related to Outsourced Employee Performance such as Task Performance, Contextual Performance and Adaptive Performance.

The above stated results implied that the more the hygiene factors observed, the better the performance of outsourced employees of Home Development Mutual Fund Calamba Hub.

According to the findings of a study conducted by Hussein (2019) entitled "The Effects of Motivation on Employees' Performance at Jimma City Administration Civil Service Sectors", he concluded that there was a significant relationship between Motivation and Hygiene factors and employee performance and that any increase or decrease in the independent variable would result in a corresponding change in employee job performance. Working circumstances and coworker relationships were two independent variables that might help employees perform better. A multitude of motivators could be used to motivate employees. When seeking to increase employee performance, all motivational elements, regardless of their level of influence, must be examined. There might not be a single optimum method for motivating public sector staff. However, some motivational elements might have a greater impact on boosting employee performance than others. When seeking employee motivation, extrinsic motivators such as working environment, leadership styles, monetary compensation/salary structure, and promotion opportunities should be prioritized over intrinsic motivators such as recognition and appreciation, a sense of significant contribution, and fair treatment.

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CONCLUSIONS

Based on the findings of the study, the following conclusions were derived:

That the motivation factors in the Home Development Mutual Fund Calamba Hub have been fully observed by outsourced employees in terms of work itself, advancement, and responsibility. Other factors, such as achievement and recognition, have also been observed.

In addition, outsourced employees have observed the hygiene factors in the Home Development Mutual Fund Calamba Hub in terms of interpersonal relationship with their supervisors and peer relations. While, other factors such as salary and fringe benefits, as well as job security have been observed.

Furthermore, that the outsourced employees at Home Development Mutual Fund Calamba Hub are very good with their performance in terms of task, contextual, and adaptive.

In generalization, there is a significant relationship between motivation factors and outsourced employee performance, which infer that the more the motivation factors observed the better the performance of outsourced employees in Home Development Mutual Fund Calamba Hub.

Similarly, there is a significant relationship between hygiene factors and employee performance, which implies that the more the hygiene factors observed, the better the performance of outsourced employees in Home Development Mutual Fund Calamba Hub.

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