

**PERFORMANCE AND MOTIVATION AMONG EMPLOYEES IN SELECTED  
PHARMACIES IN DAVAO CITY**



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**The University of Mindanao**

An Undergraduate Thesis Presented to the Faculty of the  
College of Business Administration Education  
University of Mindanao  
Davao City

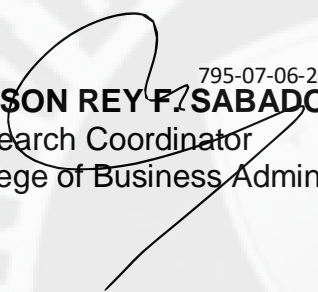
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Shairah Mae C. Lalang  
Marian G. Tanodra  
Renato G. Sajol

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**ACCEPTANCE AND APPROVAL SHEET**

This research entitled “**PERFORMANCE AND MOTIVATION AMONG EMPLOYEES IN SELECTED PHARMACIES IN DAVAO CITY**” was prepared and submitted by Shirah Mae C. Lalang, Marian G. Tanodra, and Renato G. Sahol for the compilation of the requirements of HR Research (HR 324) with the code 2987 under the College of Business Administration Education of the University of Mindanao is hereby **accepted**.

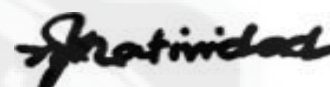
  
795-07-06-2022  
**JESSON REY F. SABADO, MBA**  
Research Coordinator  
College of Business Administration Education

  
**VICENTE SALVADOR E. MONTAÑO, DBA**  
Dean  
College of Business Administration  
1059-0716 (2022)

**Date of Final Defense: March 25, 2022**

**APPROVAL AND ENDORSEMENT SHEET**

This research entitled “**PERFORMANCE AND MOTIVATION AMONG EMPLOYEES IN SELECTED PHARMACIES IN DAVAO CITY**” prepared and submitted by Shirah Mae C. Lalang, Marian G. Tanodra and Renato G. Sahol as partial fulfillment of the requirements in HR Research (HR 324) under the College of Business Administration.



**NOREEN J. NATIVIDAD**  
Research Adviser

---

**PANEL OF EXAMINERS**

Accepted and approved after examination in final defense per requirements in the Research Protocol of the College of Business Administration Education, University of Mindanao, Davao City.



763-4045-2022  
**JESSON REY F. SABADO, MBA**  
Chairperson

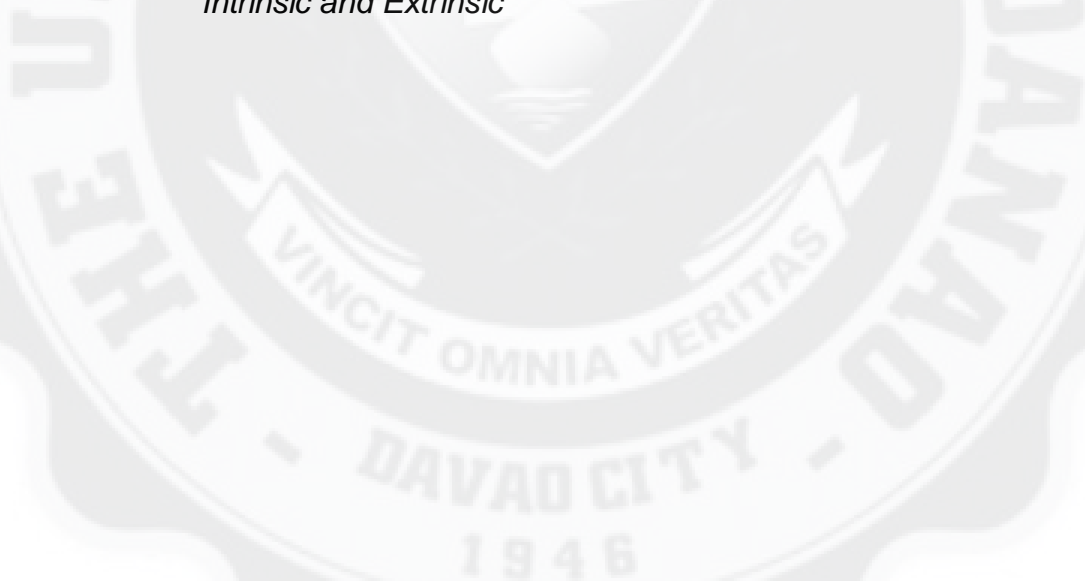


**Anjong A. BESARES, MBA**  
Member

## ABSTRACT

The primary purpose of this study was to determine performance and motivation among employees in selected pharmacies in Davao City and to know the bonds and connections that people make at their place of work. To get results for the study, a survey was conducted among the selected pharmacies in Davao City, which participated by 50 respondents. The study employed descriptive research. The statistical tool utilized is Mean and Pearson R. The researchers came up with a conclusion based on the result. The findings revealed in this study that each indicator of the performance among the selected pharmacies in Davao City shows a significant relationship to the level of motivation among the selected pharmacies in Davao City. All results and original hypotheses were not accepted in terms of Stress, Working Environment, Workload, Intrinsic and Extrinsic. The overall mean of the independent variable of Performance which is Stress is 4.57. Next is the Working Environment, which is 4.36, and Workload, which is 4.46. The overall mean of the dependent variable of Motivation which is Intrinsic, is 4.45, and Extrinsic is 4.42. All indicators are descriptive equivalently high. The current study also addresses the top management and management's interest in performance and motivation. This study can be a basis for additional research on other related analyses, and anyone familiar with it knew about it.

Keywords: *Performance, Motivation, Stress, Working Environment, Workload, Intrinsic and Extrinsic*



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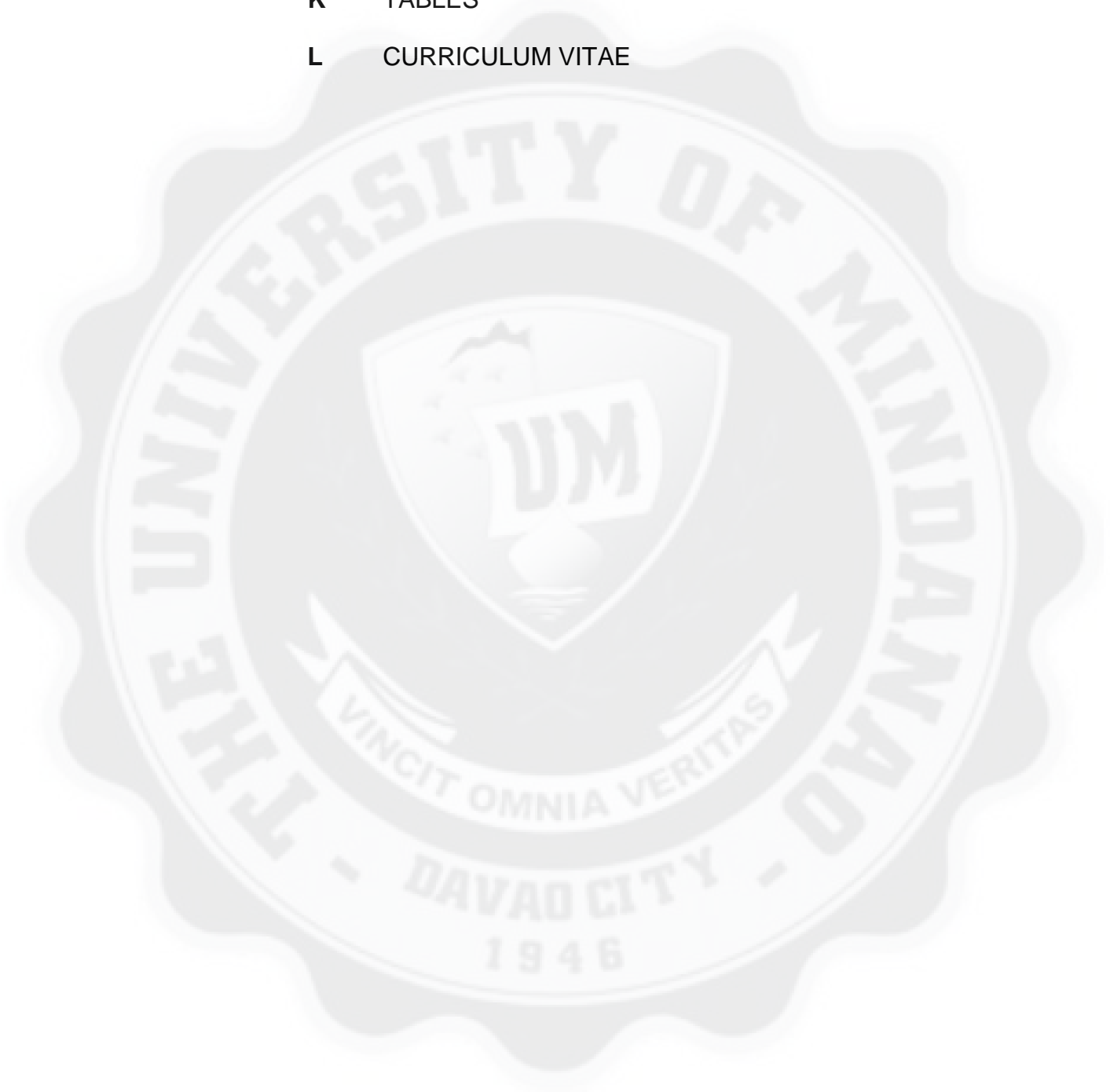
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## Chapter 1

### INTRODUCTION

#### Background of the Study

Motivation can be defined as the complexity of forces that inspires a person at work to intensify his desires and willingness to use his potential to perform to achieve organizational objectives. While employee performance refers to the efficiency and effectiveness of employees in achieving organizational goals and objectives, performance can be a motivational tool in an employee's growth in a working place (Ayo, 2018).

In Malaysia, the performance of the organization and revenue growth is considered a great test by the external and internal operating environment factors. Moreover, it calls for managing the emotions and feelings of the employees at a proper time and with action which otherwise will become counterproductive. Ensuring employees are committed to their work and delivering the best output by working to their full potential to help the organization reach the goal is a herculean task for a manager (Bao & Nizam, 2018).

In the Philippines, Taguig City, employee motivation and performance is considered muscles that drive the employee toward attaining specific goals and objectives of the organization. The changing workplace is one of the main reasons for inspiration being a tough job. As the employee becomes a part of their organization, they will come up with various needs and expectations. Nowadays, it is one of the preeminent issues in organizations. For a manager,

it is a challenge to understand that employees are motivated differently since they have different beliefs, attitudes, values, backgrounds, and thinking (Guerrero, 2019).

In Davao City, corporate performance is mainly affected by individual workers' motivation. Legitimate studies have backed the idea that employee motivation boosts corporate performance. This is one of the reasons why companies worldwide devise business strategies, taking so much time and effort to decode and analyze possible means to motivate their employees in the performance of duty. While companies thrive to achieve a level of understanding of what inspires an employee, some of them made sound practices to motivate employees based on established theories (Parreño, 2016).

This context gives insight into understanding the crucial factors between employee performance and motivation, and we would like to determine the performance and motivation among employees in selected pharmacies in Davao City.

### **Statement of the Problem**

This study aims to determine Performance and Motivation among Employees in Selected Pharmacies in Davao City. Specifically, this study sought to answer the following questions:

1. What is the level of Performance among Employees in Selected Pharmacies in Davao City in terms of:

1.1 Stress;

1.2 Working Environment; and

### 1.3 Workload?

2. What is the level of Motivation among Employees in Selected Pharmacies in Davao City in terms of:

2.1 Intrinsic; and

2.2 Extrinsic?

3. Is there a significant relationship between the level of Performance and Motivation among Employees in Selected Pharmacies in Davao City when analyzed by Stress, Working Environment, and Workload?

### **Hypothesis**

There is no significant relationship between the level of Performance and Motivation among Employees in Selected Pharmacies in Davao City.

### **Review of Related Literature**

This study presents the various concepts, facts, and theories from the different authors and reading materials that may provide researchers with a clear understanding of what that study is all about.

### **Performance**

Companies must reach specific standards by improving their Performance to align with such great demands; otherwise, many problems will surface, including running the risk of closing down the business. This Performance relates to the firm or individual level, which sees the human resource becoming the most determining factor in achieving the organization's objectives. Within the framework of the professionals, good employee performance mirrors the ability to contribute through their work leading to behavioral achievement that is following the company's goals.

(Muda, Rafiki & Harahap, 2014).

The developmental purposes of performance appraisal include providing performance feedback, identifying individual strengths/weaknesses, recognizing individual Performance, assisting in goal identification, evaluating goal achievement identifying individual training needs, determining organizational training needs, improving communication, and allowing employees to discuss concerns. On the other hand, administrative Under developmental purposes are purposes of performance appraisal include but are not limited to documenting personal decisions, determining promotion candidates, determining transfers and assignments, identifying poor Performance, deciding layoffs, validating selection criteria, and meeting legal requirements, to mention a few (Nassazi, 2013).

Employee's performance appraisal encroaches upon 'one of the most emotionally charged activities in business life'—the assessment of a man's contribution and ability. EP plays a crucial role in a firm's smooth running. Also, the main challenge for firms is evaluating employee performance and considering how it can become more efficient and valid. In other words, firms can apply performance evaluation practices to improve their ability to distinguish good employees (that desirable display performance) from bad ones. Therefore, firms need to be aware of their employees' capabilities to manage them and, in turn, align them with the firm's overall business strategy (Diamantidis & Chatzoglou, 2018).

It is well known that companies that know how to use and invest in their resources can grow faster, making this a business strategy in emerging markets. This is mainly considered a managerial responsibility, and the results

depend on management's capabilities and the hired employees. A high-performing employee will be targeted to remain within the company as long as possible for the benefits he brings and for the positive image he creates. But with high performance, the expectations also increase for both the employee and employer (Vosloban, 2012).

Organizational success and productivity depend on employee performance. Employee performance will be at a higher level on the corporate achievements. Possibly there is no system of human resources more essential in organizations than performance assessment and the ratings of employee Performance present critical judgments that highly pressure various successive human resource procedures and conclusions. Often Performance is described as the output words – the success of quantified goals. But Performance is not only a problem of what people get but how they accomplish the organizational goal (Tunio & Shah, 2017).

Previous studies indicate several determinants of employee performance; for example, employee engagement and leadership greatly influence employee performance. When employees are trained, their knowledge and commitment improve, which ultimately increases their Performance on the job. In terms of employee engagement, engaged employees are aware of the business context in which they work and work with colleagues to improve job performance for the organization's benefit (Wanasika, 2018).

Many HR concepts have been emerging from time to time to find a lasting solution to employee performance issues in organizations. Such ideas addressed this issue include job embeddedness, organizational trust,

employee participation, and involvement. Others are talent and knowledge management, employee and organizational development, empowerment, perceived corporate support, and a host of others (Ikon & Ogochukwu, 2019).

Employees create a competitive advantage for organizations through their Performance; thus, organizations are primarily busy finding ways to attain the highest possible levels of employee Performance. Managers aim to achieve corporate goals through enhanced employee performance effectively and efficiently. Employees' Performance may be improved by focusing on the factors that significantly influence their Performance, like their satisfaction, because organizations spend their resources to bring out the best in their employees to anyone else. Such assets retain with the organization unless they are satisfied with their jobs (Dahkoul, 2018).

### **Stress**

Stress is a universal and common challenge to organization and employee productivity; it is the reality of the modern-day workplace. Employees working in different sectors and organizations have to deal with stress. Stress contributes to decreased organizational performance, reduced employee overall performance, high error rate and poor quality of work, high staff turnover, and absenteeism due to health problems such as anxiety, emotional disorder; work-life imbalance; depression, and other ailments such as frequent headache. (Samuel, 2018).

Job stress is “a condition within which employees are needed to satisfy the duties that exceed the person’s ability, and the resources required to perform these duties, where there's a huge difference between rewards and demand for fulfilling the duties.” Although stress includes good and bad

aspects, it's not necessarily bad. Stress results in decreasing employee overall performance, high error rate and poor quality of labor, high staff turnover, and absenteeism because of health problems like anxiety, work-life imbalance, depression, and other ailments like frequent headaches, obesity, and cardiac arrests. Work stress is the response people may have when presented with work demands and pressures that don't match their knowledge and talents and challenge their ability to cope (Pandey, 2019).

In today's business environment, a lot of competition exists among companies. Employees' performance becomes a significant and essential element of a company's success. This performance is significantly hindered by excessive stress encountered in the working environment, which has aroused many employers' attention. Knowing the factors leading to work stress and its impact on employee performance is vital for any organization to ensure its success and smooth functioning. An employee's quality of life can be affected by a couple of job stress factors which can make an assigned task difficult and stressful for the employee to accomplish no matter the environment. Work stress may occur because of different factors such as individual, socioeconomic, and family matters (Celine, 2018).

In management, workplace stress has come to the core of research as the cost to organizations and employees. The commonly cited implications of workplace stress include low job performance and high turnover intention, lack of motivation and ill health, and burnout. Workplace stress is often viewed as the result of the interaction between the individual. Their environment sources of workplace stress (stressors) are relationships with work colleagues, organizational constraints, and workload.

(Azman, 2015). Generally, many empirical studies have indicated mixed results regarding how job stress affects employee performance. Some recent findings unveiled that workload, time pressure, role conflict, lack of motivation, role ambiguity, reduction of resources, harassment, and many other factors impact employee performance. On average, the highest prevalence of work-related health issues has accounted for about 23 days of loss per person.

Productivity declined due to stress, and it mainly impacted industries like defense, public administration, teaching, and even social care accounting for 9.9 million days of medical or sick leaves from 2014-2015. Job stress and employee performance should be recognized as a collective issue with massive implications for the overall well-being of an employee, the organization, society, and the country's economy (Murali, Basit & Hassan, 2017).

The recent increase in work stress has been linked with the global and national recession, job insecurity, and work intensity, all leading to greater workloads and more interpersonal conflicts, and can impact children's mental health through disrupted parenting. Essentially, the stress in the workplace may be the result of exposure to a range of work stressors and appears to arise when people attempt to manage their responsibilities, tasks, or other forms of pressure related to their jobs and encounter difficulty, strain, anxiety, or worry in this attempt.<sup>11</sup> Work stressors can take different forms depending on the characteristics of the workplace and may be unique to an organization or an industry (Dinos, Jongh & Stansfeld, 2016).

## **Working Environment**

People are pleased to have a job, but many no longer feel that their workplace is a second home, although much of their time is spent in the office. This often leads them to feel forced to accommodate to the uncomfortable environment. An employee's workplace environment is a crucial determinant of the quality of their work and their level of productivity. How well the workplace engages an employee impacts their desire to learn skills and their level of motivation to perform. In a world of increasingly global competition among companies and even among countries, the excellent performance of human resources is needed. Research has shown that the primary goal of work for someone is not only to get a salary but to reach self-satisfaction (Al-Omari & Okasheh, 2017).

The work environment impacts an individual's ability to work safely, competently, and in compliance with operational performance targets. Training the employees to efficiently and effectively handle the work overload is necessary. The aim behind the training of employees is "achieving cost-effective high performance" that leads to quality assurance. It could result in improved performance of the organization due to the retention of employees, and the retained employees try their best to perform well at their workplaces (Ahmad & Gomez, 2011).

It is said that the workplace environment is the critical factor affecting an employee's engagement, productivity, and comfort level. Apart from that, factors such as safety & health, and emergency access influence an employee's performance. Working environment factors can be in two forms: the physical component and the behavior component work environment.

These two factors have their performance indicator, which is interrelated (Sinnappan, 2017).

The quality of the workplace environment impacts employees' performance and subsequently influences the organization's competitiveness. Effective workplace environment management entails making the work environment attractive, comfortable, satisfactory, and motivating to employees to give them a sense of pride and purpose in what they do. Employees will and are always contented when they feel their immediate environment; both physical sensations and emotional states are in tandem with their obligations, and how well employees connect with their organization's primary workplace environment influences to a great extent their error rate levels, efficiency and innovativeness, collaboration with other employees, absenteeism and, ultimately their retention (Samson & Waiganjo, 2015).

The working environment plays a vital role in the employee's performance. The working environment is argued to immensely impact employees' performance towards negative or positive outcomes. In the world, there are international organizations that debate the rights of the employee. Most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions, abilities, and performance. Better outcomes and increased productivity are assumed to result from a better workplace environment. A better physical environment will boost the employees and ultimately improve their productivity. Various literature pertains to the study of multiple offices and office buildings indicated that the factors such as dissatisfaction, cluttered workplaces, and the physical

environment play a significant role in the loss of employees' productivity (Bushiri, 2014).

To increase efficiency, effectiveness, productivity, and job commitment of employees, the business must satisfy the needs of its employees by providing good working conditions. The working environment consists of two broader dimensions: work and context. Work includes all the different characteristics of the job like the way employment is carried out and completed, involving the tasks like task activities training, control of one's career-related activities, a sense of achievement from work, variety in studies, and the intrinsic value for a job (Raziq, 2015).

### **Workload**

The workload is a factor that needs to be considered in employee performance. Workloads are activities that employees must complete within a predetermined period. Generally, the tasks charged do not follow the workforce's ability, dramatically affecting the employee's performance. The excessive workload will affect physical and mental fatigue and emotional reactions such as headaches, digestive disorders, and irritability. While a low workload will cause boredom, and a sense of monotonous results in a lack of attention to work will potentially harm and lowers employee performance (Grace & Hidayat, 2019).

Workload refers to the intensity of job assignments. It is a source of mental stress for employees. Stress is an active state of mind in which a human being faces both an opportunity and constraint. There are various ways that stress symptoms or outcomes are reflected in the workplace. Suppose the result of an activity is known earlier, or the employee has no

interest in enjoying the fruit of task completion or avoiding the consequences of non-accomplishment. In that case, the potential stress cannot become actual stress. Just as workload differs as a function of the individual, it also varies as a function of one's type of occupation. Some occupations are inherently more work loaded than others. All the stress-strain relationships affect the organization and industry (Shah, Jaffari & Ejaz 2011).

Employee workload and task complexities are functions of organizational structures. Task requirements vary within the same organization since employees of the same rank may be unequally tasked. The discrepancies in workload may be largely influenced by educational qualification, area of specialization, or position in the organization. In most organizations, the variability in employee workload may be largely influenced by the departments to which they belong. But even within the same department, there is no guarantee that employee workload will balance. An Employee's perception of workload balance or imbalance due to perceived discrepancies between his workload and that of other organizational members can cause disaffection (Henry, Inegbedion & Peter, 2019).

Workload components are the essential task characteristics influencing human performance, which define how people accomplish a required work and how a person comprehends the task. Task demand is the ratio between the time needed to complete a specific task and the available time to satisfy it. It pointed out that workload is a combination of the available resources of an operating system, task demand, and people's capability. Workload influences and decreases the capacity of an individual. A rise in the task demand level may prompt errors and an increment in response time. In addition, high-task

workload and complexity are two of the most critical factors in reducing performance quality (Kurata, Bano & Matias, 2015).

An effort must be made to harmonize work capacity, workload, and work environment so that optimal work productivity can be obtained and every worker can work healthily without harming himself and the surrounding community. Employees' workload is in the form of work targets and working hours charged. The workload set for employees must be by the capabilities and regulations applied. In determining the workload for employees, it is necessary to perform a workload analysis. But excessive and unsuitable workload can cause fatigue and work stress on employees resulting in low employee job satisfaction and employee performance (Sudarsih, 2019).

The workload is an individual's assessment of several task demands or activities that require mental activities such as remembering things needed, concentrating, detecting problems, overcoming unexpected events, and quickly making work-related decisions. If the individual has a positive perception, then the employee will consider the workload a challenge in working so that employees are more severe in working and produce something beneficial for them and the company where they work. Conversely, if negative perceptions, the workload is considered work pressure, which can affect individual performance and negatively impact himself and the company.

The arrangement decreased, and the workload increased as the tasks became more complex. Other factors that affect employee performance are the work environment (Sudarijati & Kartiwi, 2018).

## Motivation

Motivation in the work context is expressed as an individual's degree of willingness to exert and maintain an effort towards organizational goals. Employees have different competing needs that are driven by various motivators. Therefore, to maximize organizational performance, the organization and its managers should understand what motivates employees. Motivation and job satisfaction were both significantly associated with turnover intention. Low motivation harms the performance of individual employees, facilities, and the health system (Deressa & Zeru, 2019).

All the time attempted to explain what motivates people to work. The answer to this question is essential because it is good to understand what influences people's behavior. However, isn't the only reason for the great interest in the subject of motivation? Managers are looking for ways to motivate employees because they claim that inspiration can produce positive results for a company. Therefore the manager stands between experts' concerns to form, identifying unique qualities, but also for those of a leader allowing perspective to associate the most talented and recommended successor (Robescu & Iancu, 2016).

Regardless of industry and size, organizations strive to create a solid and positive relationship with their employees. However, employees have various competing needs that are driven by different motivators. For example, some employees are motivated by rewards while others focus on achievement or security. Therefore, an organization and its managers need to understand what motivates its employees if they intend to maximize organizational performance. However, current research on employee

motivation is more cross-disciplinary and includes neuroscience, biology, and psychology fields. A recent study seems to combine and revolutionize traditional motivation theories into a more comprehensive approach that encompasses the conventional perspectives of management, human resources, and organizational behavior with new perspectives in neuroscience, biology, and psychology (Lee & Raschke, 2016).

People have many needs that are continuously competing with one another. Each person has a different mixture and strength of conditions, as some people are driven by achievement while others focus on security. Managers who understand, predict and control employee behavior should also know what the employees want from their jobs. Therefore, a manager needs to understand what motivates employees without making just an assumption. Asking an employee how he feels about a particular situation does not provide an accurate evaluation of his needs, as the interpretation could distort reality (Dobre, 2013).

In addition, motivated employees are needed and required in our rapidly changing workplaces and markets. They will help organizations survive by performing the necessary job and working with their full latent; hence employees will be more productive. Putting the right employees in the correct positions depending on their skills and the amount of work they can generate will enhance their ability to use their skills and abilities more frequently, leading them to concentrate on the business missions and objectives. So, without motivation, nothing exclusive will ever occur, showing the organization a high-performance rate, high productivity, and hence high profit (Samira, 2012).

The loss of employees represents a loss of skills, knowledge, and experiences. It can create a significant economic impact and cost to corporations and impact customers' needs. Managers who can motivate employees to assist the organization by improving employee retention and reinforcing positive behaviors, and consequently, their enduring ability to encourage workers to achieve the highest result determines the success of a business. Motivation is the intention of achieving a goal, an ability to change behavior, that inner directing drive, leading to goal-directed behavior towards the attaining goal. Rewards can be either non-monetary or monetary (Uzonna, 2013).

### **Intrinsic**

Throughout the last three decades, the positive impact of intrinsic motivation on creativity and innovation was highlighted, while extrinsic motivation was often seen as controversial and has been less investigated in this context. Nevertheless, employers cannot assume that their employees are always intrinsically motivated as relatively few people find their jobs interesting enough to work without getting paid or receiving other rewards. Consequently, to enhance creativity and innovation, extrinsic motivators must also be considered. Contextual factors, like HRM practices, influence employees' motivation and, thus, impact outcomes like creative and innovative performance (Fischer, Malycha & Schafmann, 2019).

People engage in an activity because they find it exciting and inherently satisfying when intrinsically motivated. By contrast, when extrinsically motivated, people engage in an action to obtain some instrumentally separable consequence, such as the attainment of a reward,

the avoidance of punishment, or the achievement of some valued outcome. Early evidence for the distinction between these types of motivation came from experimental studies demonstrating that tangible rewards can undermine intrinsic motivation (Domenico & Ryan, 2017).

The more neglected half of motivation is what psychologists call intrinsic motivation. Intrinsic motivators drive behavior change by tapping into internal feelings to act for reasons we find inherently enjoyable or fulfilling. It has gained increasing attention in the academic and popular literature in recent years for a good reason. Performance, productivity, and sheer enjoyment of work have all been found to be greater in people with higher levels of intrinsic motivation, as have related behaviors such as initiative and concentration. This appears to hold for behavior change, too. People with higher levels of intrinsic motivation for particular behaviors are better able to do those things and sustain them over time (Ben-Hur & Kinley, 2016).

Intrinsic motivation is conducive to creativity. Intrinsic motivation is defined as having to do with the inherent value of attaining a creative solution. Intrinsic motivation is also accompanied by positive affect. The love of the task is an essential component of creative work. Adoration of the work has been mentioned as crucial by most creative individuals. Research must explore the positive effect and intrinsic motivation link (Russ, 2011).

From the organization's viewpoint, our data confirm the impact of intrinsic rewards on employee self-management. For example, people with high reward levels show greater concentration and are rated as more effective by their bosses. But the benefits extend beyond self-management. The intrinsic rewards are strong predictors of retention. Note that this is the "right"

kind of retention—keeping the people who are energized and self-managing rather than those who can't afford to leave. We find that employees with high intrinsic rewards also become informal recruiters and marketers for their organizations. They recommend the organization to friends as a workplace and its products and services to potential customers. The intrinsic rewards are also a relatively healthy and sustainable source of motivation for employees (Thomas, 2009).

An intrinsically motivated employee works for enthusiasm and challenge rather than the external benefits. Here, the reward is employees' opportunities to learn, grow, and use their potential. Undoubtedly, it is a more vibrant and more in-depth concept as compared to extrinsic motivation. Companies generally focus on providing employee satisfaction solely through extrinsic motivators. However, emerging research on workplace motivation suggests that it is better to concentrate more on intrinsic motivation. It is because of the ever-changing needs and demands of the dynamic workforce. To know in detail, let's understand the varied aspects that explain the why and how of intrinsic motivation in the workplace (Sarma, 2019).

### **Extrinsic**

Extrinsic motivation is usually defined as engaging in activities to gain available external rewards. It is important to note that these rewards can be either tangible or psychological. Money and trophies are two common types of real prizes. People engage in activities that they might typically not find enjoyable or rewarding to earn a wage. Athletes often engage in strenuous and challenging training sessions to be able to compete in sporting events to win trophies and awards (Morin, 2019).

In organizational behavior, extrinsic motivation plays a crucial role in determining a company's employees' actions and behavior models. In every organization or company, employees are extrinsically motivated by the compensation they receive for their work. However, salary is not the single extrinsic motivation factor since many organizations provide many other rewards, such as bonuses, commissions, and benefits (e.g., health benefits). In the workplace, extrinsic rewards can be used to stimulate employees' interest in tasks they are not initially interested in. In addition, other sources of motivation typically encourage employees to acquire new knowledge and skills. Finally, a company's management can use extrinsic rewards as a source of feedback regarding the performance of its employees (Corporate Finance Institution, 2019).

Extrinsic motivation in business may lead an individual to start a business and achieve financial success. People often start businesses because they think they can produce goods or services better than current companies in the marketplace. While many individuals are motivated by income, they may also be inspired by the prestige of owning a business. Business organizations can use extrinsic motivation and a performance-reward system to energize employees. Pay raises, bonuses, additional time off, or other benefits are common forms of extrinsic motivation. Companies can institute a performance management system to achieve maximum employee efficiency when offering these benefits. Companies may also be able to reduce employee workplace accidents by providing extrinsic safety rewards (Vitez, 2018).

Extrinsic motivation may be more effective for some people than others. Certain situations may also be better suited for this form of inspiration. For some people, the benefits of external rewards are enough to motivate high-quality continuous work. For others, value-based benefits are more motivating. Extrinsic motivation is best used in circumstances when the tip is used sparingly enough so it doesn't lose its impact. The value of the reward can decrease if the compensation is given too much. This is sometimes called the overjustification effect (Lengg, 2018).

High performance increases the firm's status and position. Extrinsic motivation boosts the employees' performance through good working conditions, noble policies, security, and reliable relations among peers. Employees are highly motivated and perform well when they feel interested and pleasure in their job. Security, adequate supervision, and dedicated association among peers in the place of work are approved as essential factors that play a vital role in boosting the organization's performance (Shaikh & Pathan, 2018).

Some people are more intrinsically motivated, and some prefer extrinsically motivated. The main difference between these two motivations is that extrinsic motivations originate from the outside, and intrinsic ones come from within. Extrinsic motivation has enormous power, and with writing, use can lead to high results. External rewards can stimulate interest and participation in which a person has not had initial interest Praises can induce to obtain new skills or knowledge. External rewards can be a good sign that a worker does a good job and give a chance to understand that their performance is achieved reinforcement (Filimonov, 2017).

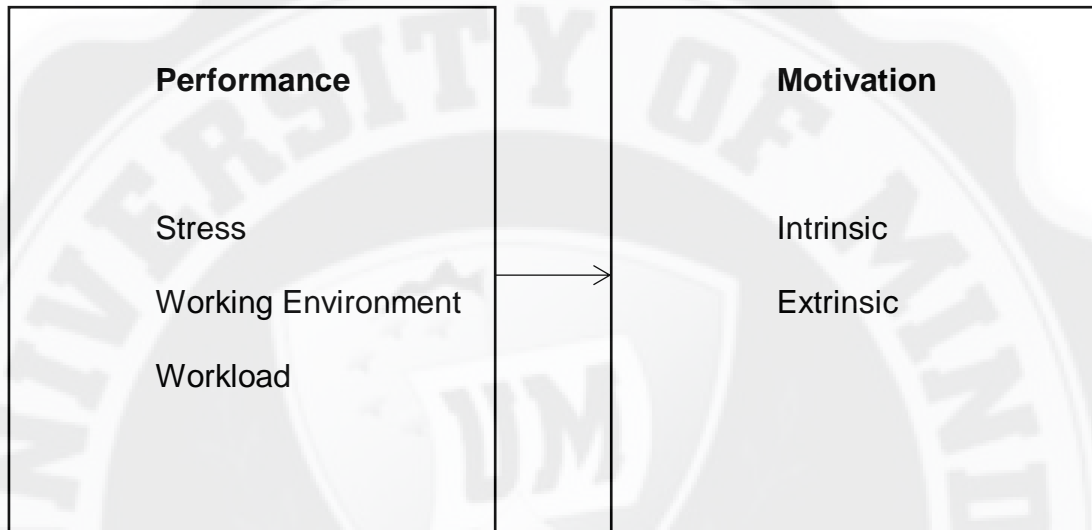
## Theoretical and Conceptual Framework

This Study was anchored by the theory of Richard & Edward (2000), between different types of motivation based on the various reasons or goals that give rise to action: the intrinsic and extrinsic motivations. The impact of job performance is primarily due to Stress, work environment, and workload. To help employees match their work characteristics with their individual needs to be satisfied with their work. Over three decades of research have shown that the quality of experience and performance can be very different when one behaves for intrinsic versus extrinsic reasons.

As shown in Figure 1, the Study's Conceptual Framework, the independent variable is performance. The indicator of Stress refers to the harmful physical and emotional responses that occur when the job requirements do not match the worker's capabilities, resources, or needs. Next is Working Environment refers to the surrounding condition in which an employee operates that consists of physical ailments, social interaction at the workplace, and other related factors such as work procedures.

**Independent Variable**

**Dependent Variable**



**Figure 1. Conceptual Framework of the Study**

Lastly, Workload refers to the amount of work to be done, especially by a particular person or an employee. The dependent variable is motivation, with the indicator of intrinsic referring as motivation involves doing something because it's personally rewarding to you. And lastly, extrinsic refers to a cause that involves doing something because you want to earn a reward or avoid punishment.

### **Significance of the Study**

This study was deemed important to the following:

**Management** – This research may be used as an informal tool to have further knowledge and insight on the importance of performance and motivation to the employees that may lead them to be productive and develop work efficiency within the organizations.

**Manager** – This research will help them provide knowledge and insights to all personnel on the importance of motivation on employee's performance to enhance learning and skills and develop competency to improve the organization.

**Future Researchers** – This study can be a basis for supplementary research on other related studies. They can get ideas that will help them to finish the related study.

### **Definition of Terms**

For a better understanding of the research, the following research terms were conceptually and operationally defined:

**Performance** – refers to the efficiency and effectiveness of employees in achieving organizational goals and objectives, whereas performance can be a motivational tool in an employee's growth in a working place.

**Stress** – refers as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker.

**Working Environment** – refers to the surrounding condition in which an employee operates that consists of physical conditions, social interaction at the workplace, and other related factors such as work procedures.

**Workload** – refers to the amount of work to be done, especially by a particular person or an employee in a period of time.

**Motivation** – refers to as the complexity of forces that inspires a person at work to intensify his desires and willingness to use his potential to perform in order to achieve organizational objectives.

**Intrinsic** – refers as a motivation involves doing something because it's personally rewarding to you.

**Extrinsic** – refers as a motivation involves doing something because you want to earn a reward or avoid punishment.

## **Chapter 2**

### **METHOD**

This chapter discusses the research designs, the procedure of conducting the study and identifying the respondents, the instrument used, and the statistical tools employed.

#### **Research Design**

According to Wilson (2014), using a descriptive method is straightforward and could be used in analyzing statistical software that would avoid the researchers having to perform manual calculations. In this study, the researcher used a descriptive correlation research method to determine Stress, Working Environment, Workload, and Intrinsic and Extrinsic among employees in the selected pharmacies in Davao City.

#### **Research Respondents**

The respondents of this study were the employees in the selected pharmacies in Davao City. A total of 50 respondents were employees of selected pharmacists in Davao City, the 50 respondents undergone with these 50 purposive sampling methods. The researchers themselves administer 50 questionnaires, and their questionnaire retrieves.

The purposive sampling method was used because it was the most efficient among the probability designs. The respondents were also chosen in an unstructured pattern. Further, although not as rigorous as some sampling methods, this sampling method was necessary because of its practicality.

Also, care was used to ensure that the researcher who administered the instrument did not influence the respondents' answers.

### **Research Instrument**

The instrument used in the study was an adapted questionnaire by Munisamy (2013) & Owoyele (2017). The instrument had undergone validation to ensure that the contents would attain this study's purpose. The questionnaire consists of two (2) parts. The first part of the questionnaire is the performance, consisting of three (3) parts: Stress, Working Environment, and Workload, each having five questions. The second part is the Motivation, which consists of two (2) parts: Intrinsic and Extrinsic, with each having five questions, which are all measured using a five (5) Likert scale.

### **Scale of Instrument**

Scale	Mean	Description	Interpretation
5	4.21-5.00	Always	This means that the statement embodied in the item is all times applied
4	3.41-4.20	Very Often	This means that the statement embodied in the item is frequently applied
3	2.61-3.40	Sometimes	This means that the statement embodied in the item is occasionally applied
2	1.81-2.60	Rarely	This means that the statement embodied in the item is rarely applied
1	1.00-1.80	Never	This means that the statement embodied in the item is not at all applied

## Research Procedures

These were the following procedure that was conducted in gathering the research data:

1. Through purposive sampling, the research sought the permission of the Dean of the College of Business Administration, who was concerned in this study.

2. After the grant of permission, the questionnaire was explained and administered.

3. The researchers then distributed the questionnaires to the respondents to gather their data and insights into their knowledge about what they understood about their understanding of the researchers' study.

4. After the questionnaires were retrieved, it was matched and tabulated in a spreadsheet program, and statistical programs were used to answer the research problems.

5. Consequently, the researchers acquire statistical data from the statistical result of the employees' provided data.

6. The researchers interpreted and placed the result of the statistics in a tabular form.

## Statistical Treatment of Data

The statistical tools employed in treating the problem were the following:

**Mean** – This was used to determine the level of performance and motivation among employees in selected pharmacies in Davao City.

**Pearson r** – This was used to determine the significance of the relationship between performance and motivation among employees in selected pharmacies in Davao City.



## Chapter 3

### PRESENTATION AND ANALYSIS OF FINDINGS

This chapter introduces the presentation, analysis, and interpretation of the findings. Discuss topics are arranged as follows: the level of Performance among employees in selected pharmacies in Davao City in terms of Stress, Working Environment, and Workload and the level of Motivation among employees in selected pharmacies in Davao City in terms of Intrinsic and Extrinsic. The researchers conducted a survey last August 23, 2021, up to October 7, 2021, to determine if there is a significant relationship between the level of performance and level of Motivation among employees in selected pharmacies in Davao City in the area of stress, working environment, workload, intrinsic and extrinsic.

#### **Level of Performance among Employees in Selected Pharmacies in Davao City**

Table 1 shows the level of Performance among Employees in Selected Pharmacies in Davao City with a mean of 4.46 with a standard deviation of 0.54, having a descriptive equivalent of very high. The highest mean of the indicators is Stress, with a mean of 4.57 standard deviation of 0.41. Next is Workload, with a mean of 4.46 standard deviation of 0.57 and a very high descriptive equivalent. Lastly, Working Environment has the lowest mean of 4.36 standard deviation of 0.66, having an ideal match of very high.

*Table 1. Level of Performance among Employees in Selected Pharmacies in Davao City*

<b>Indicators</b>	<b>Mean</b>	<b>S.D.</b>	<b>Description</b>
<b>Stress</b>	4.57	0.41	Very High

<b>Working Environment</b>	4.36	0.66	Very High
<b>Workload</b>	4.46	0.57	Very High
<b>Overall Mean</b>	<b>4.46</b>	<b>0.54</b>	<b>Very High</b>

As mentioned by Vosloban (2012), it is well known that companies that know how to use and invest in their resources can grow faster, making this a business strategy in emerging markets. This is mainly considered a managerial responsibility, and the results depend on management's capabilities and the hired employees. A high-performing employee will be targeted to remain within the company as long as possible for the benefits he brings and for the positive image he creates. But with high performance, the expectations increase for both the employee and employer.

#### **Level of Performance among Employees in Selected Pharmacies in Davao City in terms of Stress**

In table 1a. (See Appendix J), present the Level of Performance among Employees in Selected Pharmacies in Davao City in terms of Stress with an overall mean of 4.57, a standard deviation of 0.41 having a very high descriptive equivalent. The respondents said they were clear about their duties and responsibilities with a mean of 4.76, a standard deviation of 0.42, and a very high descriptive match.

In determining whether they are willing to accept their faults with a mean of 4.74, a standard deviation of 0.42 has a very high descriptive equivalent. The respondents said they are well trained in their work with a mean of 4.6, a standard deviation of 0.6, having a very high illustrative match.

Also, the respondents were asked if they enjoyed their work, with a mean of 4.42 standard deviation of 0.77 and a very high descriptive

equivalent. Lastly, the respondents were asked if they were self-motivated people with a mean of 4.36, a standard deviation of 0.71, having a very high descriptive match.

According to Azman (2015), in the field of management, workplace stress has come to the core of research as the cost to organizations and employees. The commonly cited implications of workplace stress include low job performance and high turnover intention, lack of motivation and ill health, and burnout. Workplace stress is often viewed as the result of the interaction between the individual. Their environment sources of workplace stress (stressors) are relationships with work colleagues, organizational constraints, and workload.

#### **Level of Performance among Employees in Selected Pharmacies in Davao City in terms Working Environment**

Table 1b (See Appendix J) presents the Level of Performance among Employees in Selected Pharmacies in Davao City in terms of Working Environment with an overall mean of 4.36, a standard deviation of 0.66 having a very high descriptive equivalent. The respondents said they had gained personal growth by learning various skills in their work with a mean of 4.62, a standard deviation of 0.56, and a very high descriptive equivalent.

In determining if their supervisors encourage them to do well in their work, with a mean of 4.5, a standard deviation of 0.72 has a very high descriptive equivalent. The respondents said that they are rewarded for the quality of their efforts with a mean of 4.24, a standard deviation of 0.88 having a very high descriptive equivalent.

Also, the respondents were asked if they are valued by their supervisor with a mean of 4.24, a standard deviation of 0.83 having a very high

descriptive equivalent. Lastly, the respondents were asked if the management appreciates their suggestions and leadership with a mean of 4.22, a standard deviation of 0.96, and a very high descriptive equivalent.

It was discussed by Ahmad and Gomez (2011) that the working environment has an impact on an individual's ability to work safely, competently, and in compliance with operational performance targets. Training the employees to efficiently and effectively handle the work overload is necessary. The aim behind the training of employees is "achieving cost-effective high performance" that leads to quality assurance. It could result in improved performance of the organization due to the retention of employees, and the retained employees try their best to perform well at their workplaces.

#### **Level of Performance among Employees in Selected Pharmacies in Davao City in terms Workload**

In table 1c. (See Appendix J), present the Level of Performance among Employees in Selected Pharmacies in Davao City in terms of Workload with an overall mean of 4.46, a standard deviation of 0.57 having a very high descriptive equivalent. The respondents said that their skills and abilities are put into good use in their work with a mean of 4.54, a standard deviation of 0.66, having a very high descriptive equivalent.

In determining that they gain personal accomplishment through their work with a mean of 4.52, a standard deviation of 0.69 has a very high descriptive equivalent. The respondents said that they feel encouraged to come up with new and better ways of doing things with a mean of 4.5, a standard deviation of 0.60 having a very high descriptive equivalent.

Also, the respondents were asked if they could clearly define quality goals in their work with a mean of 4.46, a standard deviation of 0.69, having a

very high descriptive equivalent. Lastly, the respondents were asked if they have the tools and resources to do their job well, with a mean of 4.32 standard deviation 0.78 having a very high descriptive equivalent.

According to Shah, Jaffari, and Ejaz (2011), Workload refers to the intensity of job assignments. It is a source of mental stress for employees. Stress is an active state of mind in which a human being faces both an opportunity and constraint. There are various ways that stress symptoms or outcomes are reflected in the workplace. Suppose the result of an activity is known earlier, or the employee has no interest in enjoying the fruit of task completion or avoiding the consequences of non-accomplishment. In that case, the potential stress cannot become actual stress. Just as Workload differs as a function of the individual, it also varies as a function of one's type of occupation. Some occupations are inherently more work loaded than others. All the stress-strain relationships have an apparent impact on the organization and the industry.

### **Level of Motivation among Employees in Selected Pharmacies in Davao City**

T Table 2 shows the Level of Motivation among Employees in Selected Pharmacies in Davao City with a mean of 4.43, with a standard deviation of 0.55 having a very high descriptive equivalent.

*Table 2. Level of Motivation among Employees in Selected Pharmacies in Davao City*

<b>Indicators</b>	<b>Mean</b>	<b>S.D.</b>	<b>Description</b>
<b>Intrinsic</b>	4.45	0.48	Very High
<b>Extrinsic</b>	4.42	0.63	Very High
<b>Overall Mean</b>	<b>4.43</b>	<b>0.55</b>	<b>Very High</b>

The highest mean of the indicators is Intrinsic, with a mean of 4.45, a standard deviation of 0.48 having a very high illustrative match. Lastly, the lowest mean is Extrinsic with a mean of 4.42, standard deviation of 0.63 having a very high descriptive equivalent.

As cited by the study by Samira (2012), motivated employees are needed and required in our rapidly changing workplaces and markets. They will help organizations survive by performing the necessary job and working with their full latent; hence employees will be more productive. Putting the right employees in the correct positions depending on their skills and the amount of work they can generate will enhance their ability to use their skills and abilities more frequently, leading them to concentrate on the business missions and objectives. So, without motivation, nothing exclusive will ever occur, showing the organization a high-performance rate, high productivity, and hence high profit.

#### **Level of Motivation among Employees in Selected Pharmacies in Davao City in terms of Intrinsic**

In table2a (See Appendix J) presents the Level of Motivation among Employees in Selected Pharmacies in Davao City in terms of Intrinsic with an overall mean of 4.45, a standard deviation of 0.48 having a very high descriptive equivalent. The respondents said they are more motivated to do their job when they feel recognized and appreciated for their contribution to the organization, with a mean of 4.76, a standard deviation of 0.42, and a very high descriptive equivalent.

In determining if they are more motivated to perform their work tasks when they feel there is the fairness of treatment at the workplace, with a mean of 4.58, the standard deviation of 0.66 has a very high descriptive equivalent.

The respondents said that in the area of that, the level of empowerment and employee autonomy at their organization has an impact on their motivation level at work with a mean of 4.38, a standard deviation of 0.71 having a very high descriptive equivalent.

Also, the respondents were asked if there is the availability of spare time for personal development at their workplace has an impact on their motivation level at work, with a mean of 4.36, a standard deviation of 0.79, having a very high descriptive equivalent. Lastly, the respondents were asked if the degree of trust exhibited at their workplace is a determinant of their motivation at work, with a mean of 4.2, a standard deviation of 0.93 having a very high descriptive equivalent.

As explained by a study by Thomas (2009), people with high reward levels show greater concentration and are rated more effective by their bosses. But the benefits extend beyond self-management. The intrinsic rewards are strong predictors of retention. Note that this is the “right” kind of retention—keeping the people who are energized and self-managing rather than those who can’t afford to leave. Employees with high intrinsic rewards also become informal recruiters and marketers for their organizations. They recommend the organization to friends as a workplace and its products and services to potential customers. The intrinsic rewards are also a relatively healthy and sustainable source of motivation for employees.

### **Level of Motivation among Employees in Selected Pharmacies in Davao City in terms of Extrinsic**

In table2b (See Appendix J) presents the Level of Motivation among Employees in Selected Pharmacies in Davao City in terms of Extrinsic with an overall mean of 4.42, a standard deviation of 0.63 having a very high

descriptive equivalent. The respondents said that the leadership style in the organization influences their degree of work motivation, with a mean of 4.48, a standard deviation of 0.72 having a very high descriptive equivalent.

Determining their job security provided by the organization impacts their motivation level, with a mean of 4.46, a standard deviation of 0.78 having a very high descriptive equivalent. The respondents said that the nature of their job influences the motivation in their career with a mean of 4.42, a standard deviation of 0.75 having a very high descriptive equivalent.

Also, the respondents were asked if their monetary incentives/salary structure impacts their motivation level, with a mean of 4.42, a standard deviation of 0.77, and a very high descriptive equivalent. Lastly, the respondents were asked if the effectiveness in which information is made available in the organization influences their motivation level with a mean of 4.32, a standard deviation of 0.88 having a very high descriptive equivalent.

It was discussed in the study by Filimonov (2017), it was mentioned that some people are more motivated intrinsically, and some prefer to be motivated extrinsically. The main difference between these two motivations is that extrinsic motivations originate from the outside, and intrinsic ones come from within. Extrinsic motivation is powerful, and writing use can lead to high results. External rewards can stimulate interest and participation in which a person has not had initial interest Praises can induce to obtain new skills or knowledge. External rewards can be a good sign that a worker does a good job and give a chance to understand that their performance is achieved through reinforcement.

### The significant relationship between the Level of Performance and Motivation among Employees in selected Pharmacies in Davao City when analyzed according to Stress

The level of performance is correlated with the level of motivation. The study's hypothesis states that there is no significant relationship between the level of performance and motivation. The Spearman's Rho correlation analysis is used in this study.

In table 3 shows that the Spearman rho correlation showed that significant association existed between stress and intrinsic ( $\rho = 0.716$ ,  $p < 0.05$ ) and extrinsic ( $\rho = 0.575$ ,  $p < 0.05$ ).

As was reported by the study of Pandey (2019), job stress is "a condition within which employees are needed to satisfy the duties that exceed the person's ability, and also the resources which are required to perform these duties, under true where there's a huge difference between rewards and demand for fulfilling the duties."

*Table 3. The significant relationship between the Level of Performance and Motivation among Employees in selected Pharmacies in Davao City when analyzed according to Stress*

Spearman's Rho		Intrinsic	Extrinsic
<b>Stress</b>	<b>Correlation Coefficient</b>	.716**	.575**
	<b>Sig. (-tailed)</b>	0	0
	<b>N</b>	50	50
	<b>Decision on Ho</b>	Reject	Reject

Although stress includes good and bad aspects, it's not necessarily bad. Stress results in decreasing employee overall performance, high error rate and poor quality of labor, high staff turnover, and absenteeism because of health problems like anxiety, work-life imbalance, depression, and other

ailments like frequent headaches, obesity, and cardiac arrests. Work stress is the response people may have when presented with work demands and pressures that don't seem to be matched their knowledge and talents and which challenge their ability to cope.

**The significant relationship between the Level of Performance and Motivation among Employees in selected Pharmacies in Davao City when analyzed according to Working Environment**

The level of performance is correlated with the level of motivation. The study's hypothesis states that there is no significant relationship between the level of performance and motivation. The Spearman Rho correlation analysis is used in this study.

*Table 4. The significant relationship between the Level of Performance and Motivation among Employees in selected Pharmacies in Davao City when analyzed according to Working Environment*

Spearman's Rho		Intrinsic	Extrinsic
Working Environment	Correlation Coefficient	.720**	.677**
	Sig. (-tailed)	0	0
	N	50	50
	Decision on Ho	Reject	Reject

Table 4 shows that the Spearman Rho correlation showed that a significant association existed between working environment and intrinsic (rho = 0.720,  $p < 0.05$ ) and extrinsic (rho = 0.677,  $p < 0.05$ ).

They were explained by the discussion of Samson and Waiganjo (2015) that the quality of the workplace environment impacts employees' performance and subsequently influences the organization's competitiveness.

An effective workplace environment management entails making the work environment attractive, comfortable, satisfactory, and motivating to employees to give employees a sense of pride and purpose in what they do. Employees will always be contented when they feel their immediate environment; both physical sensations and emotional states are in tandem with their obligations, and how well employees connect with their organization's primary workplace environment influences to a great extent their error rate levels, efficiency, and innovativeness, collaboration with other employees, absenteeism and, ultimately their retention.

**The significant relationship between the Level of Performance and Motivation among Employees in selected Pharmacies in Davao City when analyzed according to Workload**

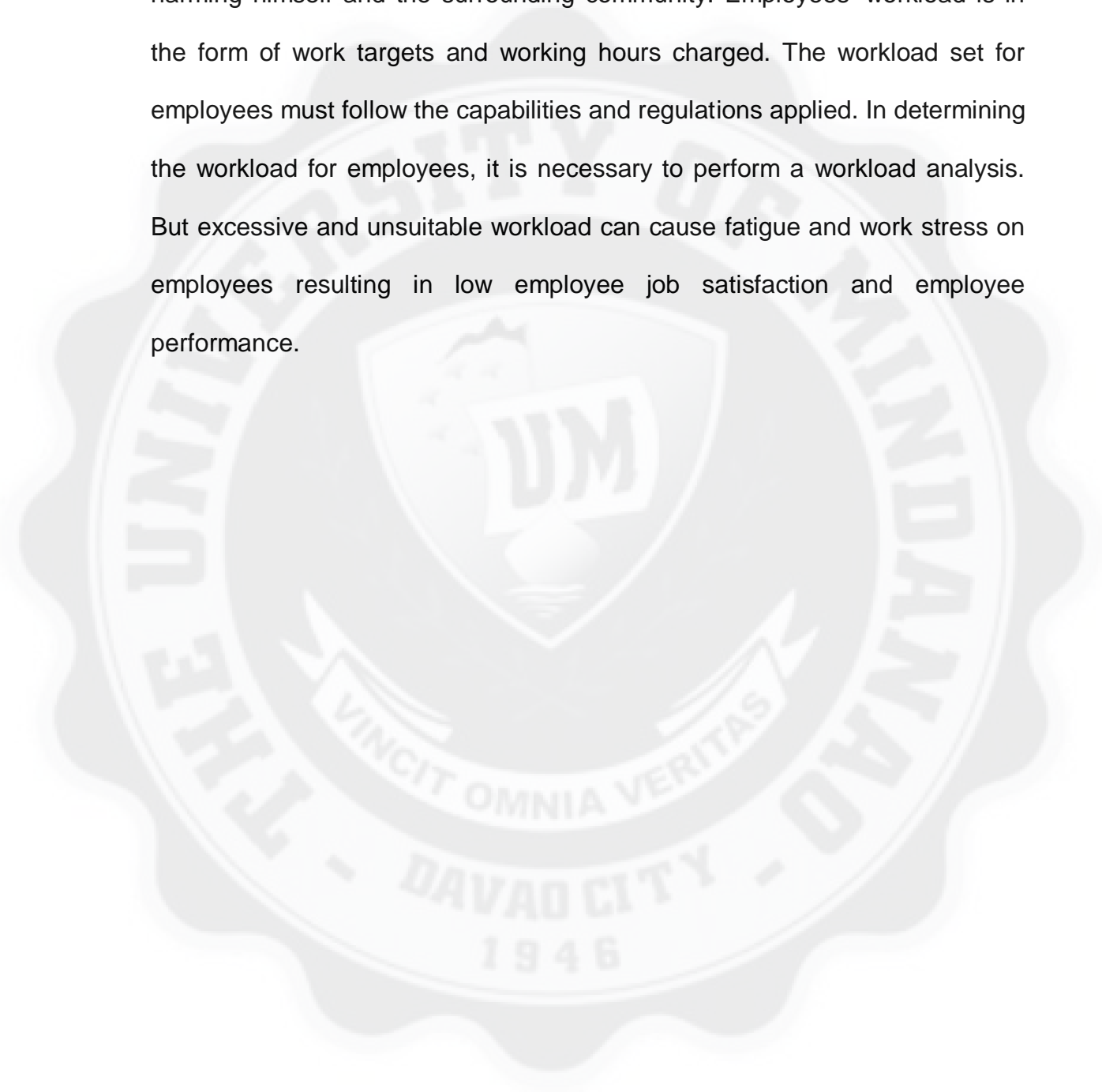
The level of performance is correlated with the level of motivation. The study's hypothesis states that there is no significant relationship between the level of performance and motivation. The Spearman Rho correlation analysis is used in this study.

*Table 5. The significant relationship between the Level of Performance and Motivation among Employees in selected Pharmacies in Davao City when analyzed according to Workload*

<b>Spearman's Rho</b>		<b>Intrinsic</b>	<b>Extrinsic</b>
<b>Workload</b>	<b>Correlation Coefficient</b>	.796**	.681**
	<b>Sig. (-tailed)</b>	0	0
	<b>N</b>	50	50
	<b>Decision on Ho</b>	Reject	Reject

In table 5 shows that the Spearman rho correlation showed that significant association existed between workload and intrinsic ( $\rho = 0.796$ ,  $p < 0.05$ ) and extrinsic ( $\rho = 0.681$ ,  $p < 0.05$ ).

According to Sudarsih (2019), an effort must be made to harmonize work capacity, workload, and work environment so that optimal work productivity can be obtained and every worker can work healthily without harming himself and the surrounding community. Employees' workload is in the form of work targets and working hours charged. The workload set for employees must follow the capabilities and regulations applied. In determining the workload for employees, it is necessary to perform a workload analysis. But excessive and unsuitable workload can cause fatigue and work stress on employees resulting in low employee job satisfaction and employee performance.



## Chapter 4

### SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This chapter shows the summary of findings, conclusions, and recommendations made on the study.

#### Summary

This study was conducted to know the Performance and Motivation among Employees in Selected Pharmacies in Davao City. The findings were summarized as follows:

1. The highest mean of performance among employees in selected pharmacies in Davao City in terms of Stress is 4.57, and the lowest mean of performance among employees in Davao City in terms of Working Environment is 4.36.
2. The highest mean of the level of motivation among employees in selected pharmacies in Davao City in terms of Intrinsic is 4.45, and the lowest mean of the reason among employees in selected pharmacies in Davao City in terms of Extrinsic is 4.42.
3. There is a significant relationship in the performance and motivation among employees in selected pharmacies in Davao City when analyzed between indicators; therefore, hypotheses were not accepted.

## Conclusions

The following conclusions were drawn based on the results:

1. The highest mean of the indicators is Stress, and the respondents said that the Level of Performance among employees in selected pharmacies in Davao City is very high. Samuel said it (2018) states, Stress is a universal and common challenge to organization and employee productivity. It is the reality of the modern-day workplace. Employees working in different sectors and organizations have to deal with Stress.

2. In the level of Motivation, both indicators, Intrinsic with a mean of 4.45 and Extrinsic with a standard of 4.42, were both rejected, which means there is a significant relationship between them. As explained by Filimonov (2017), some people are more motivated intrinsically, and some prefer to be motivated extrinsically. The main difference between these two motivations is that extrinsic motivations originate from the outside, and intrinsic ones come from within. Extrinsic Motivation has immense power and, with written use, can lead to high results. External rewards can stimulate interest and participation in which a person has not had an initial appeal.

3. In the level of Performance and Motivation among employees in selected pharmacies in Davao City, researchers concluded that there is no acceptance of the hypothesis that significant relationships exist in the level of Performance and Motivation among employees in selected pharmacists in Davao City. It does not conform to the theory of Richard and Edward (2000), between different types of Motivation based on the various reasons or goals that give rise to action: the intrinsic and extrinsic motivations. The impact of job performance is primarily due to Stress, work environment, and workload.

## Recommendations

Based on the conclusion, the following recommendations were offered:

Management - The researchers would like to recommend that they need to be more engaged with their employees towards their job commitment through performance management programs.

Manager - The researchers also recommended that organizations provide employees with value, such as secure jobs and fair compensation, in exchange for their job commitment. Also, it emphasizes the possibilities of movement or promotion to more desirable jobs and signals commitment reciprocity.

Future Researchers - They are encouraged to use this study to support follow-up inquiries at any organization. They can adapt the data obtained from this study to have more options in dealing with the same kind of study in the future.

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**APPENDIX A**  
**PERMISSION TO CONDUCT STUDY**

**Permission to Conduct Study**

August 18, 2021

**TO THE MANAGER**  
Davao City, Philippines

Dear Sir/Ma'am:

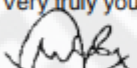
We are Human Resource Management Students at the University of Mindanao, College of Business Administration Education. We are recently conducting a study on **"Performance and Motivation among Employees in Selected Pharmacist in Davao City"** as a Partial Fulfillment for the Requirements for the Subject, Business Research-HR S.Y 2<sup>nd</sup> Semester 2020-2021.


In this regard would like to ask permission to gather data via online flat form using the survey questionnaire to your employees as our respondent. The data we shall gather shall be used exclusively for our research and shall be in no way be used for any other purpose. Rest assured that we shall treat their answer with the utmost confidentiality and anonymity.

Looking forward for your favorable response on this request.

Thank you,

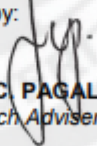
Very truly yours,

  
**SHAIRAH MAE C. LALANG**  
Researcher

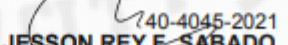
  
**MARIAN G. TANODRA**  
Researcher

  
**RENATO G. SAJOL**  
Researcher


Noted by:

  
**RYAN C. PAGALAN, MBA**  
Research Adviser

Recommending Approval:

  
740-4045-2021  
**JESSON REY F. SABADO, MBA**  
Research Coordinator

Approve By:

  
**VICENTE SALVADOR E. MONTANO, DBA**  
Dean

## APPENDIX B

### SURVEY QUESTIONNAIR

Section 1 of 3

## PERFORMANCE AND MOTIVATION AMONG EMPLOYEES IN SELECTED PHARMACIST IN DAVAO CITY

This study was conceived with the aim of dissecting the issues that influence pharmacist's performance and motivation and the prospect of evaluating it. The following data will be used for educational purpose only. Your answers will be treated with utmost confidentiality. The proponents are committed to comply with R.A.10175 known as "The Philippine Data Privacy Act of 2012" in handling your responses with utmost confidentiality and anonymity.

Do you want to become a respondent? \*

Yes

No

After section 1 Continue to next section ▼

Section 2 of 3

## PERFORMANCE AND MOTIVATION AMONG EMPLOYEES IN SELECTED PHARMACIST IN DAVAO CITY

This study was conceived with the aim of dissecting the issues that influence pharmacist's performance and motivation and the prospect of evaluating it. The following data will be used for educational purpose only. Your answers will be treated with utmost confidentiality. The proponents are committed to comply with R.A.10175 known as "The Philippine Data Privacy Act of 2012" in handling your responses with utmost confidentiality and anonymity.

**Part I: Performance**

Scale	Description	Interpretation
5	Always	This means that the statement embodied in the item is all times applied.
4	Very Often	This means that the statement embodied in the item is frequently applied
3	Sometimes	This means that the statement embodied in the item is occasionally applied.
2	Rarely	This means that the statement embodied in the item is rarely applied.
1	Never	This means that the statement embodied in the item is not at all applied.

**STRESS**

Description (optional)

1. I am a self-motivated person \*

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. I enjoy my work. \*

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. I am well trained in my work. \*

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. I am clear about my duties and responsibilities. \*

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. I am willing to accept my faults. \*

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**WORKING ENVIRONMENT**

Description (optional)

1. I gain personal growth by learning various skills in my work. \*

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

⋮

2. The management appreciates my suggestions and leadership. \*

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Supervisors encourage me to do well in my work. \*

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. I am rewarded for the quality of my efforts. \*

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

⋮

5. I am valued by my supervisor. \*

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### WORKLOAD

Description (optional)

1. I gain personal accomplishment through my work. \*

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. I have the tools and resources to do my job well. \*

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. I feel encouraged to come up with new and better ways of doing things. \*

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. I could clearly define quality goals in my work. \*

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. My skills and abilities are put into good use in my work. \*

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

After section 2 Continue to next section

Section 3 of 3

## PERFORMANCE AND MOTIVATION AMONG EMPLOYEES IN SELECTED PHARMACIST IN DAVAO CITY

This study was conceived with the aim of dissecting the issues that influence pharmacist's performance and motivation and the prospect of evaluating it. The following data will be used for educational purpose only. Your answers will be treated with utmost confidentiality. The proponents are committed to comply with R.A.10175 known as "The Philippine Data Privacy Act of 2012" in handling your responses with utmost confidentiality and anonymity.

## Part II: Motivation

Scale	Description	Interpretation
5	Always	This means that the statement embodied in the item is all times applied.
4	Very Often	This means that the statement embodied in the item is frequently applied
3	Sometimes	This means that the statement embodied in the item is occasionally applied.
2	Rarely	This means that the statement embodied in the item is rarely applied.
1	Never	This means that the statement embodied in the item is not at all applied.

## INTRINSIC

Description (optional)

1. The degree of trust exhibited at my work place is a determinant of my level of motivation at work. \*

1                      2                      3                      4                      5

2. I am more motivated to perform my work tasks when I feel there is fairness of treatment at the workplace. \*

1                      2                      3                      4                      5

3. The level of empowerment and employee autonomy at my organization has an impact on my motivation level at work. \*

1                      2                      3                      4                      5

4. Availability of spare time for personal development at my work place has an impact on my motivation level at work. \*

1                      2                      3                      4                      5

⋮

5. I am more motivated to do my job when I feel I am recognized and appreciated for my contribution to the organization. \*

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## EXTRINSIC

Description (optional)

1. The monetary incentives/salary structure has an impact on my level of motivation. \*

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. The style of leadership in the organization has an influence on my degree of work motivation. \*

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. The effectiveness in which information is made available in the organization has an influence on my motivation level. \*

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Provision of job security by the organization has an impact on my motivation level. \*

1	2	3	4
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. The nature of my job influences my level of motivation at my job. \*

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments/ Feedback

Short-answer text

Thank you for your participation in answering this online survey questionnaire. God bless!!!

Reference:

Munisamy, S. (2013). Identifying Factors That Influences Job Performance amongst Employees in Oil Palm Plantation. Retrieved from: <https://core.ac.uk/download/pdf/298087351.pdf>

Owoyele, S. (2017). Factors Influencing Employee Motivation and It's Impact On the Employee Performance. Retrieved from: <https://www.theseus.fi/bitstream/handle/10024/137555/OWOYELE%20MBA%20THESIS.pdf?sequence=1&isAllowed=y>

## APPENDIX C

## SUMMARY OF EVALUATOR'S RATING

Validator	Rating	Description
GLENDON C. SOBREJUANITE, MBA	3.43	Very Good
LEOMAR M. SABROSO, MBA	3.85	Very Good
<b>Overall Mean</b>	<b>3.64</b>	<b>Excellent</b>

Scale	Range	Description
5	4.24 – 5.00	Excellent
4	3.43 – 4.23	Very Good
3	2.62 – 3.42	Good
2	1.81 – 2.61	Fair
1	1.0 – 1.80	Poor



[ ] Main [ ] Branch \_\_\_\_\_

QUESTIONNAIRE VALIDATION SHEET

**PERFORMANCE MOTIVATION AND AMONG EMPLOYEES IN SELECTED PHARMACIST IN DAVAO CITY**

Title of Research : \_\_\_\_\_


Proponents : Shairah Mae C. Lalang, Marian G. Tanodra ,Renato G. Sajol

To the Evaluator: Please check the appropriate box for your ratings.

Point Equivalent:   5 - Excellent                   2 - Fair  
                                   4 - Very Good                   1 - Poor  
                                   3 - Good

	5	4	3	2	1
<b>1. CLARITY OF DIRECTION AND ITEMS</b> The vocabulary level, language structure and conceptual level of the questions suit the level of respondents. The test directions and items are written in clear and understandable manner.		☒			
<b>2. PRESENTATION/ORGANIZATION OF ITEMS</b> The items are presented and organized in logical manner.		☒			
<b>3. SUITABILITY OF ITEMS</b> The items appropriately represent the substance of the research. The questions are designed to determine the conditions, knowledge, perceptions and attitude that are supposed to be measured.		☒			
<b>4. ADEQUATENESS OF ITEMS PER CATEGORY</b> The items represent the coverage of the research adequately. The number of questions per area category is representative enough of all the questions needed for the research.		☒			
<b>5. ATTAINMENT OF PURPOSE</b> The instrument as a whole fulfills the objectives for which it was constructed.		☒			
<b>6. OBJECTIVITY</b> Each item questions require only one specific answer or measures only one behavior and no aspect of the questionnaire suggest bias on the part of the researcher.		☒			
<b>7. SCALE AND EVALUATION RATINGS SYSTEM</b> The scale adapted is appropriate for the items.		☒			

303-01282021-  
Glendon Sobrejuanite  
 Signature Above Printed Name

 The University of Mindanao	<b>RESEARCH AND PUBLICATION CENTER</b> [ ] Main [ ] Branch _____				
	<b>QUESTIONNAIRE VALIDATION SHEET</b>				
Title of Research : <b>PERFORMANCE AND MOTIVATION AMONG EMPLOYEES IN SELECTED PHARMACIST IN DAVAO</b>					
Proponents : <b>Shairah Mae C. Lalang, Marian G. Tanodra, Renato G. Sajol</b>					
To the Evaluator : Please check the appropriate box for your ratings. Point Equivalent :    5 – Excellent                    2 – Fair 4 – Very Good                    1 – Poor 3 – Good					
	5	4	3	2	1
<b>1. CLARITY OF DIRECTION AND ITEMS</b> The vocabulary level, language structure and conceptual level of the questions suit the level of respondents. The test directions and items are written in clear and understandable manner		/			
<b>2. PRESENTATION ORGANIZATION OF ITEMS</b> The items are presented and organized in logical manner.		/			
<b>3. SUITABILITY OF ITEMS</b> The items appropriately represent the substance of the research. The questions are designed to determine the conditions, knowledge, perceptions and attitude that are supposed to be measured.			/		
<b>4. ADEQUATENESS OF ITEMS PER CATEGORY</b> The items represent the coverage of the research adequately. The number of questions per area category is representative enough of all the questions needed for the research.		/			
<b>5. ATTAINMENT OF PURPOSE</b> The instrument as a whole fulfills the objectives for which it was constructed.		/			
<b>6. OBJECTIVITY</b> Each item questions require only one specific answer or measures only one behavior and no aspect of the questionnaire suggest bias on the part of the researcher.		/			
<b>7. SCALE AND EVALUATION RATINGS SYSTEM</b> The scale adapted is appropriate for the items.		/			
304-02112021-0083 <b>LEOMAR M. SABROSO</b> Signature Above Printed Name					

## APPENDIX D

## LETTER TO THE ADVISER

December 27, 2021

**NOREEN J. NATIVIDAD, MBA**

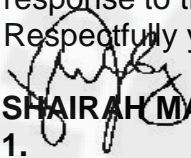
College of Business Administration Education  
This University


Dear Ma'am,

Greetings!

We are the Human Resource Management Students of this University with the research entitled "Performance and Motivation among Employees in Selected Pharmacist in Davao City". We humbly request your valuable time and knowledge to be our research adviser. Hoping for your favorable response to this request.

Respectfully yours,

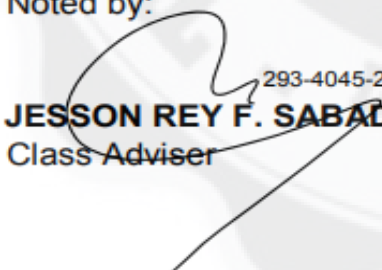
  
**SHAIRAH MAE C. LALANG**  
1. Researcher

  
**MARIAN G. TANODRA**  
Researcher

  
**RENATO G. SAJOL**  
Researcher

Conform:

Noted by:

  
293-4045-2021  
**JESSON REY F. SABADO, MBA**  
Class Adviser

  
**NOREEN J. NATIVIDAD, MBA**  
Research Adviser

## APPENDIX E

## LETTER TO THE STATISTICIAN

## LETTER TO THE STATISTICIAN

October 28, 2021

**VICENTE SALVADOR E. MONTAÑO, DBA**  
Dean, College of Business Administration  
University of Mindanao Bolton Street  
Davao City

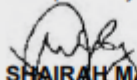
Dear Sir,

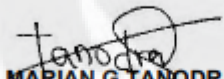
Greetings!

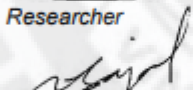
We are the Human Resource Management Students of this University with the research entitled "Performance and Motivation among Employees in Selected Pharmacist in Davao City". We humbly request your valuable time and knowledge to be our research statistician.

Hoping for your favorable response to this request.

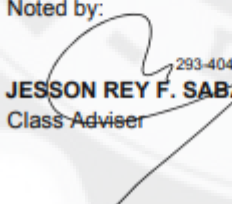
Respectfully yours,

  
**SHAIRAH MAE C. LALANG**  
Researcher

  
**MARIAN G. TANODRA**  
Researcher


  
**RENATO G. SAJOL**  
Researcher

Noted by:

  
**JESSON REY F. SABADO, MBA**  
Class Adviser

293-4045-2021

Conform:

  
**VICENTE SALVADOR E. MONTAÑO, DBA**  
Research Statistician

## APPENDIX F

## CERTIFICATION FROM THE STATISTICIAN

## Certificate from the Statistician

This is to certify that the research entitled "PERFORMANCE AND MOTIVATION AMONG EMPLOYEES IN SELECTED PHARMACIES IN DAVAO CITY" prepared and submitted by Shirah Mae C. Lalang, Marian G. Tanodra and Renato G. Sahol was statistically analyzed and interpreted.



VICENTE L. MONTAÑO

Statistician

## APPENDIX G

## LETTER TO THE GRAMMARIAN

July 7, 2022

**NOREEN J. NATIVIDAD, MBA**  
College of Business Administration Education  
This University

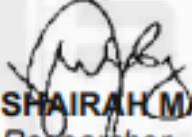
Dear Ma'am,


Greetings!

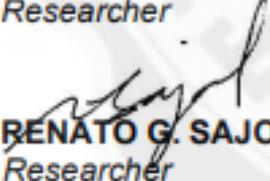
You are chosen to be our grammarian for our research study entitled "Performance and Motivation among Employees in Selected Pharmacist in Davao City". We humbly request your valuable time and knowledge for our work

Knowing fully of your expertise along this line, the researchers wish your end for the possible enhancement of our work.

Thank you and more power,

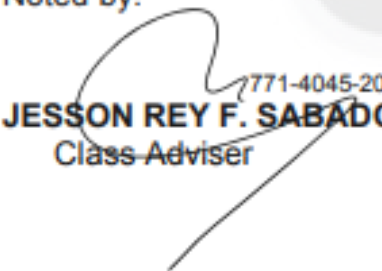
  
**SHAIRAH MAE C. LALANG**  
Researcher


  
**MARIAN G. TANODRA**  
Researcher

  
**RENATO G. SAJOL**  
Researcher

Noted by:

Conform:

  
771-4045-2022  
**JESSON REY F. SABADO, MBA**  
Class Adviser

  
**NOREEN J. NATIVIDAD, MBA**  
Research Adviser

## APPENDIX H

### GRAMMARLY RESULT



Report: PERFORMANCE AND MOTIVATION AMONG EMPLOYEES IN SELECTED PHARMACIES ...

## PERFORMANCE AND MOTIVATION AMONG EMPLOYEES IN SELECTED PHARMACIES IN DAVAO CITY

*Natividad*  
by Noreen Natividad

### General metrics

89,645	12,611	1116	50 min 26 sec	1 hr 37 min
characters	words	sentences	reading time	speaking time

### Score

99

This text scores better than 99%  
of all texts checked by Grammarly

### Writing Issues

151	50	101
Issues left	Critical	Advanced

### Plagiarism

This text hasn't been checked for plagiarism

**APPENDIX I**  
**TURNITIN RESULT**

PERFORMANCE AND MOTIVATION AMONG EMPLOYEES IN  
SELECTED PHARMACIES IN DAVAO CITY


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ORIGINALITY REPORT

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PRIMARY SOURCES

  
743-4045-2022  
JESSON REY F. SABADO

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**APPENDIX J**

**CERTIFICATE OF APPEARANCE  
(NOT APPLICABLE DUE TO PANDEMIC)**



## APPENDIX K

## TABLES

*Table 1a. Level of Performance among Employees in Selected Pharmacist in Davao City in terms of Stress*

<b>Stress</b>	<b>Mean</b>	<b>SD</b>	<b>Description</b>
Employees were self-motivated person	4.36	0.71	Very High
Employees enjoyed their work.	4.42	0.77	Very High
Employees were well trained in their work.	4.6	0.5	Very High
Employees were cleared about their duties and responsibilities.	4.76	0.42	Very High
Employees were willing to accept their faults.	4.74	0.55	Very High
<b>Overall Mean</b>	<b>4.57</b>	<b>0.41</b>	<b>Very High</b>

*Table 1b. Level of Performance among Employees in Selected Pharmacist in Davao City in terms Working Environment*

<b>Working Environment</b>	<b>Mean</b>	<b>SD</b>	<b>Description</b>
Employees gained personal growth by learning various skills in their work.	4.62	0.56	Very High
The management appreciates employees suggestions and leadership.	4.22	0.96	Very High
Supervisors encourage employees to do well in their work.	4.5	0.72	Very High
Employees were rewarded for the quality of their efforts.	4.24	0.88	Very High
Employees were valued by their supervisor.	4.24	0.83	Very High
<b>Overall Mean</b>	<b>4.36</b>	<b>0.66</b>	<b>Very High</b>

*Table 1c. Level of Performance among Employees in Selected Pharmacist in Davao City in terms Workload*

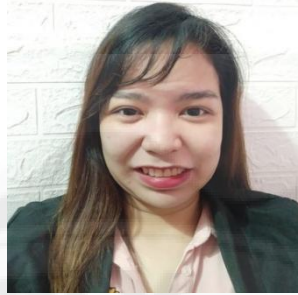
<b>Workload</b>	<b>Mean</b>	<b>SD</b>	<b>Description</b>
Employees gained personal accomplishment through their work.	4.52	0.69	Very High
Employees have the tools and resources to do their job well.	4.32	0.78	Very High
Employees feel encouraged to come up with new and better ways of doing things.	4.5	0.60	Very High
Employees could clearly define quality goals in their work.	4.46	0.69	Very High
Employees skills and abilities are put into good use in their work.	4.54	0.66	Very High
<b>Overall Mean</b>	<b>4.46</b>	<b>0.57</b>	<b>Very High</b>

*Table 2a. Level of Motivation among Employees in Selected Pharmacist in Davao City in terms of Intrinsic*

<b>Intrinsic</b>	<b>Mean</b>	<b>SD</b>	<b>Description</b>
The degree of trust exhibited at their work place is a determinant of their level of motivation at work.	4.2	0.93	Very High
They are more motivated to perform their work tasks when they feel there is fairness of treatment at the workplace.	4.58	0.66	Very High
The level of empowerment and employee autonomy at the organization has an impact on employees motivation level at work.	4.38	0.71	Very High
Availability of spare time for personal development at the work place has an impact on employee's motivation level at work.	4.36	0.79	Very High
Employees are more motivated to do their job when they feel they are recognized and appreciated for their contribution to the organization.	4.76	0.42	Very High
<b>Overall Mean</b>	<b>4.45</b>	<b>0.48</b>	<b>Very High</b>

*Table 2b. Level of Motivation among Employees in Selected Pharmacist in Davao City in terms of Extrinsic*

<b>Extrinsic</b>	<b>Mean</b>	<b>SD</b>	<b>Description</b>
The monetary incentives/salary structure has an impact on employees level of motivation.	4.42	0.77	Very High
The style of leadership in the organization has an influence on the employee's degree of work motivation.	4.48	0.72	Very High
The effectiveness in which information is made available in the organization has an influence on the employee's motivation level.	4.32	0.88	Very High
Provision of job security by the organization has an impact on the employee's motivation level.	4.46	0.78	Very High
The nature of the employee's job influences their level of motivation at their job.	4.42	0.75	Very High
<b>Overall Mean</b>	<b>4.42</b>	<b>0.63</b>	<b>Very High</b>

**APPENDIX L****CURRICULUM VITAE****Marian G. Tanodra**

Pag-asa waling st. Bankerohan Davao City

0956-693-0229

Mariantanudra3@gmail.com

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**PERSONAL DATA**

Date of Birth : March 01, 1998  
Sex : Female  
Age : 24 years old  
Civil Status : Single  
Height : 5'2 ft  
Religion : Roman Catholic  
Language : Visayan, Tagalog, English

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**EDUCATIONAL BACKGROUND**

Tertiary : BSBA Major in Human Resource Management  
University of Mindanao  
Secondary : Davao City National High School  
Elementary : Magallanes Elementary School

**CURRICULUM VITAE****Renato G. Sajol**

Door 2 Edes Bldg. Jacinto Street, Davao City  
0977-697-4736  
rensajol@gmail.com

---

**PERSONAL DATA**

Date of Birth : April 23,1994  
Sex : Male  
Age : 28 years old  
Civil Status : Single  
Height : 5'6"  
Religion : Born Again  
Language : Visayan, Tagalog, English

---

**EDUCATIONAL BACKGROUND**

Tertiary : BSBA Major in Human Resource Management  
University of Mindanao  
Secondary : San Nicolas High School  
San Francisco, Surigao del Norte  
Elementary : Diaz Elementary School  
San Francisco, Surigao del Norte

**CURRICULUM VITAE****SHAIRAH MAE C. LALANG**

Lomlom, Darong Sta. Cruz Davao Del Sur  
0951-447-8576  
lalangshairahmae@gmail.com

---

**PERSONAL DATA**

Date of Birth : May 24, 1998  
Sex : Female  
Age : 24 years old  
Civil Status : Single  
Height : 5'ft  
Religion : Islam  
Language : Visayan, Tagalog, English

---

**EDUCATIONAL BACKGROUND**

Tertiary : BSBA Major in Human Resource Management  
University of Mindanao  
Secondary : Doña Carmen Denia National High School  
Elementary : Darong Elementary School