

Research Article

Determinants of work productivity among selected tertiary education employees: A PreCOVID-19 pandemic analysis

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The work productivity of an individual is an organizational asset that can be equated to progress and success. It provides satisfaction to the employees, the organization, and other stakeholders. This study assessed the work productivity among selected employees from a tertiary education institution before COVID-19 pandemic. To accomplish this task, a total of 70 individuals participated in the survey with the use of the convenience sampling technique. This descriptive research study used an adapted and modified questionnaire from Buuri (2015) as a research instrument. For the statistical analysis, the study used SPSS 20 to compute and analyze the data. Results showed that the respondents came from both the administrative and faculty offices which belong to the age bracket of 21-30 years old; dominated by males and were single with 1-5 years in service. Based on their response, the respondents “agree” that they were productive in their work before the COVID-19 pandemic. Also, there were significant differences found in the work productivity when grouped according to demographic profiles. Furthermore, all the demographic profiles yielded direct and indirect relationship with work productivity. Regression analysis provided evidence that the department and sex were significant determinants of work productivity among employees. Based on the results, the researcher provided implications pertinent to the institution.

Keywords: Demographic profile, productivity of employees, tertiary education, COVID-19 pandemic, regression analysis, determinants and implications

1. Introduction

Being productive in the workplace is an integral part of the business in the organization. At the end of the working hour, the employees should produce and deliver quality outputs. However, when a crisis arises just like the current state of the pandemic that we are right now, this might change. In the advent of the current pandemic, work productivity provides different perspectives.

However, this study happened to be in course of data gathering before the pandemic took over. Thus, during the review of different literature, it focused on the context of non-pandemic ideas and perspectives. Most of the works of literature read for the work productivity tackled academic institutions (Nwinyokpugi et al., 2020; Moore et al., 2019; Kenny, 2017) and the impacts or effects of different variables like team management, productivity measurements, performance management. On the other hand, work productivity can also be affected by different factors which include the educational attainment of the worker (Vandenberghe, 2017; Sheehan & Shi, 2019), gender (Tsuo & Yang 2019), the external environment (Lasende et al., 2020) and even age (Gabriele et al., 2018).

Work productivity is also important in terms of providing sound and quality service to different stakeholders. In a related study, Giuliano et al., (2017) affirmed that corporate social

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How to cite: Asio, J. M. R. (2021). Determinants of work productivity among selected tertiary education employees: A PreCOVID-19 pandemic analysis. *International Journal of Didactical Studies*, 2(1), 101455. <https://doi.org/10.33902/IJODS.2021167470>

responsibility (CSR) has certain benefits to productivity. However, to sustain a high impact and satisfaction guaranteed output, training is essential as revealed by Chetri et al., (2018) in their study where employer-sponsored training and workforce productivity relationship is multi-dimensional. Furthermore, some employees simply like to multitask therefore, a study by Tetteh and Attiogbe (2019) found that schooling and working at the same time results in less time for studies which affects academic performance negatively.

Furthermore, work productivity equates to different prospects that might help an economy like one study of Sheehan and Shi (2019) where enhancing education can have significant gains from low-income countries. Tsuo and Yang (2019) on the other hand tackled productivity in terms of different firms or industries. Furthermore, retirement plans (Gabriele et al., 2018) provides a negative impact on productivity. And finally, team and performance management also provides a certain degree of relationship to employee productivity (Nwinyokpugi et al., 2020; Kenny, 2017).

Productivity involves not only normal employees but also those with disabilities. Jammaers et al., (2016) discussed and identified three types of discursive practices that affect a person with a disability. Battaglio and French, (2016) mentioned that in their study the effect of organizational factors shows higher levels of self-sacrifice. We can apply concepts of productivity in any workplace like the study of Bhatia and Mahendru, (2014) wherein they showed that the foreign sector banks have the highest average for all the productivity parameters. On the lighter side, Karl et al., (2013) suggested that "you are what you wear" because wearing an attire influences one's productivity and personality. Satisfaction with nonmaterial job attributes affects perceived job productivity (Taylor et al., 2013). This result is very humbling to hear since more people value money than any other things, yet still, some individual's stay simple. Corsi and D'Ippoliti, (2013) concluded that investigating productivity in the public sector seems very useful for productive units.

Negative approaches also confront productivity like what Siltala, (2013) found, neglecting basic work affects the sense of self-efficacy of the employees. This unsettling result can affect the organization in several ways. Pendleton and Robinson, (2010) showed that stock plans need other methods of employee participation. Employee participation is very critical if an organization wants to meet its goals. With this idea at hand, selected HRD sub-systems found selected management styles to have a significant impact on HR effectiveness (Jain & Prekumar, 2011).

The purpose of this study is to assess the demographic profiles and work productivity of selected employees from a tertiary education institution in Central Luzon, Philippines. At the same time, analyze the determinants of work productivity among the selected employees before the COVID-19 pandemic. This study can have a great impact on the educational service and how do they serve as leverage to satisfy both ends of the rope, the students, and the organization.

The result of this study will contribute highly to the growing literature of COVID-19 researches. Also, the researcher would like to add more reliable and credible information about this specific field but in a more localized perception and understanding. Policy-makers in the local areas can also benefit from this study to make a sound and research-based decision making. And finally, to create a more simplified insight on how each concept affects the other.

2. Method

2.1. Research Design

This study used a descriptive research design with the survey questionnaire as the principal instrument in gathering data. This study concerns the analysis of the work productivity of selected employees from a tertiary education institution in Central Luzon, Philippines. A descriptive design aims to assess or describe a certain issue or trend. Since the researcher would like to describe an issue related to the work productivity of employees thus; a descriptive method, technique is suitable for the job.

2.2. Participants

With the use of convenience sampling, a total of 70 participants participated in the survey from the original 100 targeted samples. The said survey covered the months of February 1 to March 15, 2020, before the total lockdown of institutions and facilities due to the COVID-19 pandemic. The study failed to meet the desired number of respondents due to different reasons like a busy schedule, lack of interest or limited time to answer, or something else. The participants were all bona fide employees from a tertiary education institution located in a particular province in Central Luzon, Philippines. To be included, they need to be working within the institution for at

least a year before the participation in the survey. Table 1 shows the demographic profile of the respondents of the study.

Table 1
Demographic Profile of the Respondents

	Frequency	Percentage
Department		
Administration	35	50
Faculty	35	50
Age		
21-30 years old	29	41
31-40 years old	15	21
41-50 years old	17	24
51 years and above	9	14
Sex		
Male	41	59
Female	29	41
Civil Status		
Single	42	60
Married	24	34
Others	4	6
Years in Service		
1-5 years	51	73
6-10 years	11	16
11 and above	8	11
Total	70	100

As can be seen on the first item of the demographic characteristics of the participants, the administrative personnel and the faculty have an equal number of respondents. On the second item, employees who belonged to the age bracket 21-30 years old dominated the other brackets. For the third item, the male-dominated female. For the fourth item, there are more single employees than the married and other status of civility. And for the last item, most of the employees have 1-5 years of service in the institution. This is a typical description of employees working in a tertiary education institution.

2.3. Instrument

For the instrument of the study, the researcher adopted and modified the Employee Productivity of Buuri (2015) that comprises 11 statements that tackle productivity. The instrument is composed of two parts, the first part is the demographic profile of the respondents and the second part is the employee productivity. The instrument underwent reliability and validity tests using Cronbach Alpha and the overall result of the reliability test was .81, which is better than the .70 benchmark score. The researcher also pretested the instrument to students who were not part of the study to test its accuracy and understandability of the items before the actual survey.

2.4. Data Analysis

In this study, the researcher used frequency and percentage for the demographic profile, mean for the employee productivity, t-test, and ANOVA for the significant differences of the mean in the responses, and Regression Analysis for the determinants of work productivity. With the help of Microsoft Excel, the researcher tallied, tabulated, and classified the data. Furthermore, the analysis of data is through the use of SPSS 20 with the corresponding computation and interpretation. The researcher also patterned the values assigned to describe the work productivity of the employees after Likert Scaling.

3. Results

Table 2 shows the work productivity of the employees before the COVID-19 pandemic. As seen, the statement that got the highest mean score is item number 7 with a score of 3.26 with an interpretation of "agree" on the Likert scale. However, statement 5 got the lowest mean score with 2.70, still interpreted as "agree" on the Likert scale. The over-all mean is 3.05 with a Likert