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**INVESTIGATION OF THE EFFECTS OF MANPOWER TRAINING AND JOB MOTIVATION ON THE PERFORMANCE OF WORKERS IN THE AUTOMOTIVE INDUSTRY OF CAGAYAN DE ORO CITY, PHILIPPINES**

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**ABSTRACT**

This study centers on assessing the effects of manpower training and job motivation on the performance of workers in the automotive industry of Cagayan de Oro City. The respondents of the study consisted of randomly selected employees of six (6) of the seven major car dealers within Cagayan de Oro, Misamis Oriental. Sets of questionnaires are used to measure the effects of training and motivating employees on the job performance of workers in the automotive industry of Cagayan de Oro City. The ANOVA is used to assess the reliability of the instrument through the use of the SPSS software, also known as the Statistical Package for Social Sciences. To answer Problem Statements 1 and 2, the simple frequency distribution is used. ANOVA is used to compare the variables for Problem Statement 3. Based on the results, most employees were relatively new who have been with their company for the last four years. Training for computerized automobile servicing was believed to be necessary in the very near future. Training was seldom and employees were more motivated by their job security and status. Training was seldom provided and was usually on a selective basis, especially for those at the supervisory level. In this study, the level of manpower training was not found to be significant while the level of job motivation served as a key predictor of the employees' job performance. This may be attributed to the fact that job motivation has a greater impact on the employees' job performance, which may have overshadowed the impact of manpower training on the employees. The employees did not only need knowledge and skills for their assigned jobs, but also the motivation to do the jobs. This meant higher motivation meant higher job performance.

**Keywords:** Manpower Training , Job Motivation, Job Performance, Automotive Industry

**1. INTRODUCTION**

Many automotive firms and their authorized service centers spread out all over the world brought their new model cars and opened authorized service centers. The automobile service industry is one of the largest industries in the Philippines and a majority of its workers belong to the unorganized sector of the industry. The service employees and technicians are the most significant and precious assets of the industry, which are also essential for the healthy operations of all the resources in other industries. It is postulated that when workers are satisfied with their jobs, their productivity levels and performance go up. Manpower training and job motivation are two factors importantly linked not only on the productivity of employees, but also on the overall performance of the organization, given that the educational system is said to not be capable of sufficiently providing specific skills for a job or position in any organization. Since only very few employees may possess the necessary skills, abilities, competencies and knowledge essential to a job, it may be safely assumed that some

employees do require extensive training in order to acquire the right skills deemed fit and crucial to a job position, that may also contribute to the improvement of the performance of organizations. Certainly, growth indicators had something to do with the workers' performance, motivation and manpower development. This is in so far as the main force that stimulates the fast growth of the employment, productivity and income of organizations has been identified as the "symbiotic" integration of investing in both physical and human capital ( Prakash& Balakrishnan, 2008).

The automotive industry of Cagayan de Oro City (CDO) is no exception. It employs various types of semi-skilled, skilled, clerical, and technical and professional workers that make up the occupational structure of its employees. The industry's demand for these types of labor depends on the volume of cars and car services to meet the market demand. The number of workers in each type of job also depends on the level of wages it must pay for the grade of labor. On the other hand, changes in the industry's demand for workers could also come from factors such as: seasonal changes in the demand for the industry's car and car services, shifts in consumer tastes for cars, and secular rise in national income. Moreover, the extent to which the industry can increase its supply of labor depends on the special aptitudes required, the cost of training, the location of the establishments, compensation offered, the social status of the occupation and industry, and the comparative attractiveness of the alternative occupations. Putting all the factors together would suggest that decision making in the automotive industry of Cagayan de Oro City is laden with all kinds of constraints. As it thrives however, the industry must have develop edits own distinct human resource management in the areas of manpower training and job performance.

This study explores and assesses the effects of manpower training and motivation on the job performance of workers in the automotive industry of CDO. CDO is purposely selected as the research locale because it has the largest number of car dealership, being the transit point of commerce and trade in Mindanao. Also, having the largest economy, CDO has the greatest number of economies of scale and employment. Thus, the impact of training and job motivation on labor productivity proved important to the industry. On the other hand, car dealership was generally labor intensive where labor skills and quality of service were crucial to the competitive condition of the individual firm and the growth of the industry. Moreover, the impact of training to job performance is not well studied and literature about the relationship between training and work performance is scarce. Thus, the findings in this research paper intend to fill in that gap on information. Presumably, any human resource practitioner would choose Cagayan de Oro City as an ideal place for research. Specifically, this research further seeks:

- ✓ to provide an overview of the industry's occupational structure of its employees;
- ✓ to provide an overview of the manpower training helpful for the industry's human resource (HR) in improving labor productivity;
- ✓ to provide description of what motivate employees of CDO's automobile industry;
- ✓ to provide findings that will validate the theory whether manpower training equates to job efficiency and that job motivation plays a vital role relevant on the expansion of knowledge in the area of human resource management.

## **2. REVIEW OF RELATED LITERATURE**

### **2.1. Manpower Training**

Employees require some form of training in managing the expansion of their job roles, which follows the delegating of job responsibilities to ensure quality output. In addition, most employees require training to enhance their non-technical skills and actively participate in the activities related to quality management. According to Schonberger (1994), all employees are necessary to acquire a wider range of competencies and skills in order to effectively respond to the changing market requirements and customer preferences. Certain studies suggest the capability of employee training to significantly enhance the employees' job performance by enhancing their skills level (Bartel, 1994, and d' Arcimoles, 1997).

Singh and Mohanty (2012) stated that organizations are capable of developing and enhancing the quality of their employees through comprehensive development and training. This is because the more skilled and more motivated the employees are, the more that their job performance is improved along with their effectiveness in the organization. In such view, an employee training and development may be perceived as a discrete or stand-alone management practice.

Some scholars however, argued that training has a “mediated” rather than a direct effect on performance. The argument was that employee training proves to be more effective, especially when applied in combination with other types of management practices. In other words, compatible sets of practices are proven to be more efficient in enhancing job performance. This suggested that while training is significantly helpful in improving the general skills of employees, it will be even more impactful when designed specifically for enhancing film-related skills and supporting business operations. Hence, as asserted by Gee and Nystrom (1999), training may prove to be effective if it is able to support and maintain the system’s integrity instead of simply raising the level of the employees’ general skills (Jayaram, Droge and Vickery, 1999).

Programs designed for the effective development and training of employees are aimed to improve the overall performance of employees. According to Elnaga and Imran (2013), training pertains to the bridging of gap between an organization’s existing performance and its desired level of performance. There are a number of ways by which training may be provided to employees and among its most commonly used methods of implementation include: coaching, mentoring, subordinate participation and cooperation among peers. Through teamwork, employees are able to participate actively on their job and demonstrate better job performance, which ultimately translates to improved performance of the organization.

Moreover, training is considered to be an imperative and vital tool for organizations in revamping their overall performance, as well as achieving organizational success and growth, particularly among their personnel. This is why for both employees and employers within a business organization, training is considered to be beneficial. When employees have sufficient training, they tend to demonstrate higher productivity and efficiency. With this, it is necessary for firms to develop as well as enhance their employees by means of giving them an adequate manpower training and development that will be the key to their increased productivity and motivation. It is also necessary to let people aware of the importance of their jobs as well as all the other information needed for them to handle their respective job functions (Swart et al, 2005;Anonymous, 1998).

## 2.1. Job Motivation

According to the data acquired from Alshmemri, Shahwan-Akland Maude (2017), Herzberg’s hypothesis was only restated and changed from its original idea to what is currently known as the “two-factor theory” in job satisfaction. In this theory, it is stated that two specific factors have an impact on an employee’s job satisfaction and these are divided into two categories. First is a category associated with a need to grow and reach self-actualization, also known as “motivation factors”. Examples of the motivation factors are recognition, work, achievement, advancement, growth and responsibility (Herzberg, 1966; Herzberg, 2003). Second is a category related to the need for “avoiding unpleasantness”, also known as “hygiene factors”. Examples of hygiene factors include company administration and policies, supervisor-employee relationships, interpersonal relationships, salary/wage as well as working conditions (Herzberg, 1966; Herzberg, 2003). As emphasized by Herzberg et al. (1959) and Stello (2011), the motivation factors actually lead to hygiene factors and a positive job attitude that is surrounded by the actual doing or working on the job. The very essence of the two-factor theory lies on the differences between the hygiene and motivation factors or the differences between the extrinsic and intrinsic factors. According to Herzberg, motivation factors are described as being “intrinsic” to a job while the hygiene factors are classified as “extrinsic” to a job. Therefore, the motivation factors merely operate in order to enhance and increase an employee’s job satisfaction while hygiene factors are intended for reducing dissatisfaction among employees.

The hygiene actors include variables which are associated with the reduction of the employees’ level of dissatisfaction in their jobs. These are in contrast to the motivation factors which are known for directly influencing the level of satisfaction and motivation of employees. Moreover, these factors

relate to certain conditions surrounding the actions that take place in a workplace or a job. It is stated by Herzberg that hygiene factors are “extrinsic” factors that prevent dissatisfaction in the job as these factors tend to react to the occurrences in the work environment, particularly on avoiding any form of unpleasantness (Herzberg, 1966). Furthermore, hygiene factors not only work on decreasing employee dissatisfaction but also in addressing other issues which relate to the nature of the job, the work conditions, interpersonal relationships, administrative policies of the company, salary or wages as well as the employees’ relationship with the supervisors (Herzberg, 1966). These factors briefly summarize all the different hygiene factors (Herzberg, 1966; Adair, 2006).

According to Ataliç and Cantürk (2016), the different ‘job-attitude’ factors include both the motivation factors (intrinsic factors) and the hygiene factors (contingent factors) (Herzberg, et al., 1959). These include the following: (1) salary or wage, (2) recognition, (3) advancement, (4) achievement, (5) interpersonal relations, (6) company policies, (7) growth and development possibility, (8) responsibility, (9) job security (10) status, (11) personal life, (12) supervision, (13) working conditions, and (14) the job itself.

The employees’ motivation and level of productivity may be effectively improved by means of giving them adequate recognition which may eventually lead towards an enhanced organizational performance. An organization’s success mainly depends on factors such as how a company evaluates employee performance (as a means for determining compensation) and how it keeps its people motivated (Dobre, 2013; Deeproose,1994). In some instances, the management focuses more on providing extrinsic rewards; however, both extrinsic and intrinsic rewards are believed to be equally significant when it comes to motivating employees. Psychological (intangible) rewards such as recognition and appreciation play an important role when it comes to motivating employees as well as in increasing or driving their performance.

### 2.3. Job Performance

The authors, Hafiza et al. (2011), stated that a number of important factors may influence the performance of employees. These include factors such as job security, working conditions, relationship between employees and employer, training and development opportunities, as well as the company procedures and policies in rewarding its employees. Out of all the factors identified which are known for affecting employee performance, it is motivation which comes from intrinsic rewards that prove to be the most important and have the most impact (Carragher, Gibbson and Buckley, 2006).

Swart et al. (2005) also stated that the concept of “*bridging performance gap*” simply pertains to the implementation of a specific training program and intervention intended to develop specific abilities, skills and competencies among workers as well as enhancing their overall performance. This concept was further elaborated by the authors who stated that training is important as it facilitates organizations in recognizing that their workers are not capable of performing well without the necessary attitudes, skills, and knowledge that need to be inculcated and molded among them based on the firms’ needs. The employees’ demonstration of poor performance may be attributed to a number of reasons and these include workers not feeling motivated in utilizing their individual competencies, losing confidence in displaying their inner capabilities, as well as facing a wide range of work-life issues and challenges. With regard to the correlation between employee performance and training, many studies present evidences to support the positive relationship that exists between organizational performance and HRM (human resource management) practices (Purcell et al, 2003). Guest (1997) further stated that the implementation of training and development programs serves as a crucial HRM practice which leads to a positive impact on the quality of workers’ capabilities, skills, and knowledge, thereby resulting in better employee performance. This ultimately leads to excellent organizational performance.

## 3. RESEARCH METHODOLOGY

This research utilized the descriptive research method in order to scrutinize the effects of manpower training and job motivation on the workers’ job performance in Cagayan De Oro’s automotive industry. The respondents of the study who were randomly selected depending on their availability, included 105 employees from seven (7) major representative car dealers of Cagayan de Oro City.

These include Ford, Toyota, Hyundai, Nissan, Kia, Isuzu and Mazda. Based on the preliminary survey, there were 7 major car dealers in Cagayan de Oro City, comprising seventy (70) percent of the entire number in Misamis Oriental with an average of 20 to 30 employees. The principal instrument of the study was a self-made survey questionnaire consisting of three major areas. The first area included items on training which measured the frequency of training, relevance, and duration. To some extent, these were the tangible aspects of job performance. This part consisted of 14 items. The second part included items on hygiene factors and real motivators of employee motivation. Apart from tangible incentives and salary, the rest of the items on this part were intangibles, which included 14 items. The third part consisted of 20 items on job performance involving quality of work, productivity, job knowledge, interpersonal relationship, initiative/creativity and overall performance. Obviously, most items on this part were intangibles. The theoretical model of study is shown in Figure 1.

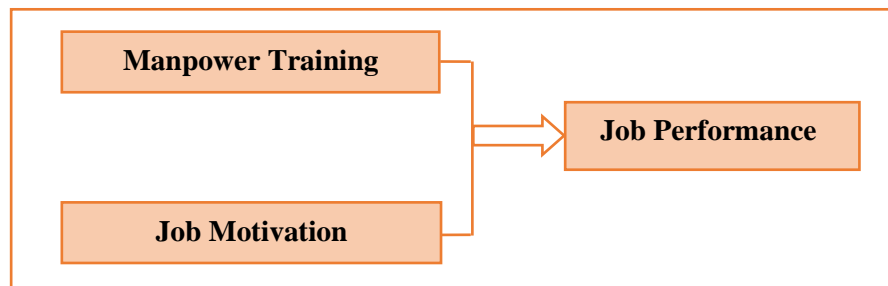


Figure 1. Theoretical Model

#### 4. FINDINGS

##### 1. What is the profile of the respondent-employees of automotive sales and service industry of Cagayan de Oro City considering employer company, length of service, and latest position assumed?

The respondents were selected by their job relation with sales and service department of their respective companies. Arranged in descending order, Table 4 shows that more respondents were employed at Toyota Philippines (22.9%). This was followed by Hyundai Philippines (16.2%), Nissan and Kia (14.3%), Ford (15.2%), Isuzu (12.4%), and Mazda (4.8%). There was a considerable variation in the number of respondents by company which influenced the variation of job performance, training, and motivation than there would have been if there was small variation. As expected, job motivation and job performance varied due to variation in terms of the employees' length (or years) in service to their respective companies.

Table 4. The Respondents' Distribution by Company

| Company | Frequency | Percent |
|---------|-----------|---------|
| Toyota  | 24        | 22.9    |
| Nissan  | 15        | 14.3    |
| Kia     | 15        | 14.3    |
| Isuzu   | 13        | 12.4    |
| Hyundai | 17        | 15.2    |
| Ford    | 16        | 15.2    |
| Mazda   | 5         | 4.8     |
| Total   | 105       | 100.0   |

Length of service was considered in profiling because its variation in performance, number of training, job motivation, and training was also expected to vary over time. Arranged in descending order, Table 5 shows that more respondents were connected with their respective companies for the last 1 to 2 years or a total of 35.23% representing 37 individuals. This is followed by those with the company within the last 3 to 4 years at 24.76% or 26 workers, 5 to 6 years at 17.14%, 11 months and below at 9.52%, 7 to 8 years at 9.52%, and 9 to 10 years at 3.8%.

By simple addition of percent distribution Table 5 reveals that individuals who have served their respective companies between 1 to 4 years represented 63 workers or 59.9% which constituted the majority of the respondents, as compared to 32 people or 29.9% who have rendered service for more than four years.

Nonetheless, there was a considerable variation of the respondents by length of service rendered in their respective companies.

**Table 5.** The Respondents' Distribution in Terms of Length (Months/ Years) of Service

| Length/ Span of Service | Frequency | Percent |
|-------------------------|-----------|---------|
| 11 month - Below        | 10        | 9.52    |
| 1 - 2 years             | 37        | 35.23   |
| 3 - 4 years             | 26        | 24.76   |
| 5 - 6 years             | 18        | 17.14   |
| 7 - 8 years             | 10        | 9.52    |
| 9 - 10 years            | 4         | 3.80    |
| Total                   | 105       | 100.0   |

Table 6 reveals that more respondents were assigned in the clerical tasks (32.38%) followed by managerial/supervisory jobs (24.76%), skilled jobs (15.23%), semi-skilled jobs (11.42%), and others not falling under the above listed job categories as being assigned to any menial task like running errands (8.57%).

**Table 6.** Distribution of Respondents by Latest Job Position

| Latest Job Position    | Frequency | Percent |
|------------------------|-----------|---------|
| Managerial/Supervisory | 26        | 24.76   |
| Clerical               | 34        | 32.38   |
| Skilled                | 16        | 15.23   |
| Semi-skilled           | 12        | 11.42   |
| Others                 | 8         | 7.61    |
| No response            | 9         | 8.57    |
| Total                  | 105       | 100.0   |

Legend: Based on scored FILL-IN THE BLANK items through Checklist Box

## 2. What is the manpower training level of the respondents with their respective companies?

Table 7 was based on a mixed response-scale items measured in different levels of ordinal and nominal measure. However, items 1, 3 and number 7 to 13 have similar ordinal levels of measurement and were used for correlation or regression purposes. Table 7 showed that the respondents had at least 3 trainings by the company and that their last training was 3 years ago. The frequency of training was seldom (2.02) and the types of training commonly conducted were in-service and were accomplished according to their assigned tasks. Objectives of the training were predominantly on the need for improvement (2.47) which was moderately attained (1.61) and the necessary topics for training (2.21). The training instructors answered to queries (2.48) and the respondents' attitudes towards the training were favorable (2.22). The figures also suggested that although training was clear, relevant and interesting, it was seldom provided (2.02) and the objectives of training were not fully attained as perceived. As trainings were scheduled, a considerably high expectation of what to learn is there; however, when the actual activity is accomplished, the attendees' level of satisfaction on the training diminished considering that the training coverage is not that new to them anymore, if not, at all about what they are doing on a daily basis. In other words, the trainees expect something new which they look forward to as something that will make a difference in their workplace and make them better equipped.

**Table 7.** Respondents Manpower Training Level

| <b>Manpower Training</b>         | $\bar{X}$ | <b>Interpretation</b> |
|----------------------------------|-----------|-----------------------|
| No. of times of Training         | 2.87      | 3 years               |
| Last Manpower Training           | 2.52      | 3 years ago           |
| Frequency of training            | 2.02      | Seldom                |
| Type of Training                 | 2.07      | In-service            |
| Objectives of training           | 2.47      | Job Improvement       |
| Attainment of Training Objective | 1.61      | Moderately attained   |
| Topic Coverage                   | 2.21      | Covered               |
| Response to Training Queries     | 2.48      | Answered              |
| Attitude Toward Training         | 2.22      | Favorable             |

### 3. What is the job motivation level of the respondents with respect to hygiene factors and real motivators?

Table 8 showed the self-rated job motivation of the respondents. In terms of *hygiene factors*, the respondents were very satisfied with company policy towards their job (2.91), and the work conditions (2.83). The respondents were simply satisfied with their salary(2.40), incentives (1.87), relationship with supervisors (2.87), and personal life with the company (2.91). In terms of *real motivators*, they were satisfied with the opportunity to achieve/accomplish in the job (2.82), recognition of work achievement (2.70), interest/devotion to the job (2.92), responsibility to do the job (2.99), and opportunity for advancement in the company. In addition, job security and job status were rated by the respondents to be very satisfactory. Generally, the respondent-employees' attitudes toward their jobs were consistent with the Herzberg theory of motivation. The findings suggested that the employees' attitudes toward their jobs manifested the presence of hygienic factors and real motivators.

In a follow-up interview conducted, a respondent revealed how their training programs can lead them to have better positions in the company. Among those highlighted was on the matter of training, which when appropriately understood, will qualify one to take a competency exam as a qualifier to join national competitions relative to the car industry.

A respondent likewise stressed the beauty of open communication with management which had led them to identify themselves more with the company they are affiliated with. This, according to the interviewee, had given them a sense of security knowing that when they speak they will be given time as management listens. To them, this is more than a simple morale booster.

**Table 8.** Respondents' Job Motivation Level

| <b>Hygiene Factors</b>                     | $\bar{X}$   | <b>Qualitative Description</b> |
|--|-------------|--------------------------------|
| Company policy towards jobs                | 2.91        | Very satisfactory              |
| Work conditions                            | 2.83        | Very satisfactory              |
| Salary                                     | 2.40        | Satisfactory                   |
| Incentives                                 | 1.87        | Satisfactory                   |
| Status in the company                      | 2.68        | Very satisfactory              |
| Job security                               | 2.75        | Very satisfactory              |
| Relationship with subordinates             | 2.87        | Very Satisfactory              |
| Personal life with company                 | 2.91        | Very Satisfactory              |
| <b>Means</b>                               | <b>2.65</b> | <b>Very Satisfactory</b>       |
| <b>Real Motivators</b>                     |             |                                |
| Opportunity achieve/accomplish in the job  | 2.82        | Satisfactory                   |
| Recognition of work achievement            | 2.70        | Very Satisfactory              |
| Interest/devotion to the job               | 2.92        | Very Satisfactory              |
| Responsibility to do the job               | 2.99        | Very Satisfactory              |
| Opportunity for advancement in the company | 2.75        | Very Satisfactory              |
| <b>Means</b>                               | <b>2.83</b> | <b>Very Satisfactory</b>       |

Legend: 1 – 1.75 = unsatisfactory; 1.76 – 2.5 = Satisfactory;  
2.51 – 3.25 = Very Satisfactory; and 3.26 – 4.00 = Excellent

#### 4. What is the job performance of the respondents in terms of quality of work, productivity, job knowledge, initiative/ creativity and overall performance?

Job performance consisted of items grouped into 4 categories. Each category was rated according to the 4-point scale which are as follows: Need Improvement = 1, Fair = 2, Good = 3 and Excellent = 4. Table 9 revealed that the respondents rated their performance good in the following areas: quality of work (3.12), productivity (3.14), job knowledge (3.07), and interpersonal/cooperation/commitment (3.12). Moreover, the respondents rated their job performance attendance excellent in the following areas: attendance (3.30), initiative/creativity (3.27) and overall performance (3.36). It seemed that the respondents' self-rated performance was good in some areas while excellent in others areas as indicated above. This is a good self-rating because this indicates that the respondents knew their jobs and what they needed to do to perform their tasks which could be attributed to their adequate training and motivation.

This finding was confirmed by a respondent when asked during an in-depth interview about the kind of relationship they have with the company both personal and professional. The respondent declared that their management is supportive in cases when they have problems most especially those involving their families. Such kind of family orientation in the work place, according to the interviewee, has become an all the more compelling reason for them to stay on the job; otherwise, he added that they would not have stayed that long for 10 years.

**Table 9.** Respondents' Job Performance

| Job Performance                                   | $\bar{X}$ | Interpretation |
|---|-----------|----------------|
| Quality of Work                                   | 3.12      | Good           |
| Productivity                                      | 3.14      | Good           |
| Job Knowledge                                     | 3.07      | Good           |
| Interpersonal relationship/Cooperation/Commitment | 3.12      | Good           |
| Attendance  | 3.30      | Excellent      |
| Initiative/Creativity                             | 3.27      | Excellent      |
| Overall performance                               | 3.26      | Excellent      |

Legend: 3.26 – 4.00 = Excellent; 2.5 – 3.25 = Good; 1.76 – 2.50 = Fair;  
1 – 1.75 = Need Improvement

#### 5. Is there a significant effect between the respondents' job motivation, manpower training with their job performance?

Table 10 revealed the computer-generated results data in order to test the hypothesis concerning the non-significance in the relationship between motivation, manpower training and job performance. The data demonstrated that variations in motivation and manpower training combined, wherein  $r = 40$  percent of the variation in job performance holding other things constant "*caeteris paribus*", the adjusted r square can be explained better. This meant that motivation and training put together explained only about 16 percent of job performance if things held constant were allowed to vary. The correlation coefficient  $r$  is significant at .05 confidence level shown by the probability of error of .000153.

**Table 10.** Summary of Statistical Regression Results

| Statistic                         | Training          | Job Motivation |
|-----------------------------------|-------------------|----------------|
| Coefficient                       | .0928             | 0.2932         |
| Standard Error of Estimate        | .078              | 0.075          |
| t Stat                            | 1.189             | 3.906          |
| $\rho$ value **                   | <b>0.2371</b>     | <b>0.00017</b> |
|                                   | (Not significant) | (Significant)  |
| Multiple R = 0.3994               |                   |                |
| Adjusted R = 0.1595               |                   |                |
| Significance F = 0.000153         |                   |                |
| ** pegged at .05 confidence level |                   |                |



The identification of the possible interdependent effects of job motivation and training to job performance required an analysis of variance. Table 7 revealed that manpower training was not significant ( $p$  value of 0.237) while job motivation proved to be a significant predictor to job performance ( $p$  value of .00017). This was also confirmed by the two-analysis of variance with the same results suggesting that job motivation rather than manpower training proved significant to job performance. These findings were from factual data and supported the theory that poor job performance is not necessarily caused by lack of training and manpower development. There are other important factors that affect job performance such as: ability, standards, knowledge and skill, feedback, environment, and motivation (Krivanek, 1999). Although all of these factors are crucial to an employee's success on the job, only two aspects—knowledge and skill—and ability can actually be improved by training. In such case, without motivation, training can be an exercise in futility.

The figures also suggested that there was large variance or standard error of estimate SED of respondents' extent of training usually associated with less frequency counts of training than there was for motivation. Despite less training, employees were motivated or satisfied with their jobs. This was consistent with the argument of some scholars (Gee and Mystrom, 1999; Jayaram, Drodge, and Vickery, 1999) saying that training proved to be effective if it is in combination with other specific practices related to management which are effective in raising job performance. In such case, training may directly enhance job performance, only when accompanied with good motivating factors.

## 5. CONCLUSION AND RECOMMENDATIONS

Based on the findings of the study, the researcher has arrived with the following conclusions:

Most employees were relatively new who have been with their company for the last four years. Training was seldom and employees were more motivated by their job security and status. Manpower training proved insignificant while job motivation proved to be a significant predictor to job performance. This may be attributed to the fact that job motivation has a greater impact on the employees' job performance, which may have overshadowed the impact of manpower training on the employees. The employees did not only need knowledge and skills for their assigned jobs, but also the motivation to perform their jobs. This implied that higher motivation meant higher job performance. Training was seldom provided and was usually given on a selective basis especially among those at the supervisory level. Training for computerized automobile servicing was believed to be necessary in the near future. In terms of recommendation, the researcher advanced the following suggestions and proposed ideas based on the study's main findings:

First, car dealers in CDO must ensure that job motivation will be sustained through sufficient salary and incentives and that employees will be provided with more training for equipping and boosting their employee morale. Second, more training on advanced methodologies must be sponsored by the national government through the TESDA (Technical Education Skills Development Authority). A possible partnership or linkage in the automotive industry in Cagayan de Oro City may be entered into, in order to uplift the competencies of its employees and the standard delivery of services which may later on be comparable to international standards. This will serve as a way to raise the bar for Filipino workers. And third, future research studies on training and motivation, in relation to job performance, maybe replicated using large samples from a large population and come up with a more conclusive finding applicable to all car dealers in the country.

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