PROSOCIALITY, SELF-EFFICACY AND JOB MOTIVATION AMONG NON-TEACHING EMPLOYEES OF THE LYCEUM OF THE PHILIPPINES UNIVERSITY-LAGUNA: A GROUNDED THEORY APPROACH

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Abstract

Using an inductive qualitative approach called theory grounding, this research shows the implications of the prosociality, self-efficacy and job motivation dynamics among Lyceum of the Philippines-Laguna employees. Further, this is an attempt to document the factors that facilitate or inhibit prosociality, self-efficacy and motivation. Subject characteristics and the working environment as perceived by the employees are also provided herein. Relationships between various demographics and the variables were presented. Contributors to the seeming working atmosphere are stated. Data show that the most common theme is the identification of needs, followed by familiarity and support. Practical applications in the workplace are likewise delivered.

Keywords: prosociality, self-efficacy, job motivation, non-teaching employees

INTRODUCTION

Numerous studies have dealt with work motivation, which is the key to performance improvement. Of these, many centered on its consequences and how it can affect future outputs of people. It is very unusual that contributory variables to it are studied about.

Among common researched topics in Psychology are prosociality and self-efficacy. While prosocial behaviors are most frequently defined as actions undertaken by one to benefit others, self-efficacy is the belief in one's capabilities to execute the sources of action required to manage prospective situations (Witt, 2002). Previous works have supported the relations between the two.

Prosociality and motivation have been found to also be directly correlated – the fewer the prosocial behaviors exhibited in the workplace, the lesser the motivation employees would have, and vice versa.

On the other hand, self-efficacy only maintains a causal relationship with motivation. The latter cannot produce the former.

Established on January 18, 2000, Lyceum of the Philippines-Laguna was formerly known as Lyceum Institute of Technology. Moreover, it is an institution of higher learning catering to undergraduate students and is located at Km. 54 National Highway, Barangay Makiling, Calamba City, Laguna, with approximately 130 full-time and part-time faculty members and 80 directly-hired staff. Inspired by the ideals of the Former President Jose P. Laurel, it is committed to the advancement of his philosophies: 'Veritas et Fortitudo (truth and fortitude) and 'Pro Deo et Patria (For God and Country). The governance of LPL is vested in the Board of Trustees, which is bestowed with the corporate power necessary in the operation, management, and administration of the institution.

As a fast-growing decade-old institution, Lyceum of the Philippines-Laguna (LPU-Laguna) needs a roster of employees who are highly motivated to perform duties and other tasks their respective jobs ask of them. This paper and its findings make a contribution to this subject by exploring the concepts among the Institution's non-teaching staff.

Utilizing the grounded theory approach, this paper aims to analyze the interactions among the variables, identify and describe the phenomena resulting from these interactions, and construct a theory grounded on the data gathered.

OBJECTIVES OF THE STUDY

Using the Grounded Theory Approach, this study will explore the prosociality, self-efficacy and work motivation dynamics of the LPU-Laguna non-teaching staff. It will also explain the working environment and determine the contributory core categories to the dynamics.

REVIEW OF LITERATURE

Prosocial Behaviors. Based on prior theory and research, four primary types of prosocial behaviors were acknowledged: altruistic, compliant, emotional, and public prosocial behaviors (Eisenberg et al., 1999). Altruistic prosocial behaviors were defined as unconditional helping motivated primarily by concern for the needs and welfare of another, often induced by sympathy responding and internalized norms/principles consistent with helping others. Compliant prosocial behaviors were defined as helping others in response to a verbal or nonverbal request while emotional prosocial behaviors were conceptualized as an orienta-

tion toward helping others under emotionally evocative circumstances. Prosocial behaviors is public when they are conducted in front of an audience and are likely to be motivated, at least in part, by a desire to gain the approval and respect of others (e.g., parents, peers) and enhance one's self-worth. The other two are anonymous and dire prosocial behaviors. Anonymous prosocial behaviors were defined as helping performed without knowledge of who helped while dire prosocial behaviors are shown when engaging only to calamitous situations.

Interestingly, it has been found that prosocial behaviors relate to some demographic variables. Penner, as cited by Finkelstein, Penner and Brannick (2005), offered a conceptual framework that associated prosocial personality with various demographic characteristics (e.g. religiosity, race, age).

There are consistent literature results on gender differences and prosocial behaviors stating that women employees are more responsive to the treatment condition eliciting prosociality (Tonin and Vlassopoulos, 2009). Gustavo & Randall (2002) added that whereas men help in chivalrous exhibition, women aid in a relational context. However, in a study made by Eagly (2006), both genders are similar in engaging in extensive prosocial behavior; they are only different in emphasis on particular behavioral classes. She added that women are more communal and relational when it comes to prosocial behaviors, and men are more on institutional or organizational. These beliefs lie in the division of labor, which mirrors a biosocial interaction between both genders' physical attributes and the social structure. The effects of gender roles on behavior are mediated by hormonal processes, social expectations, and individual dispositions.

A different research on prosociality among religious employees (Saroglou, Pichon, Trompette, Verschueren, Dernelle, 2005) was conducted and generated the following results: they reported high altruistic behavior and empathy and were also perceived as such by peers (friends, siblings, or colleagues) in three out of four cases. One large study of Japanese elderly found that greater involvement in religion was associated with helping others more frequently (Schwartz et al., 2003).

In terms of why employees exhibit prosociality in the workplace, research has not adequately separated the factors responsible for prosocial behaviors intended to benefit specific individuals from those intended to benefit an organization (McNeely & Meglino, 2010).

Baruch et al. (2004) said that the demonstration of prosocial behaviors may be seen as an additional, effective way of achieving personal goals. In fact in 1987, Puffer found a modest relation between prosocial behavior and work performance, and found that the need for achieve-

ment was one of three variables specifically related to prosocial behaviors. The other two were satisfaction with material rewards and a low level of perceived peer competition. It was also found to be directly related to organizational commitment.

In another study made by Rotemberg (2004), employees become prosocial when doing so is their self- interest. As though motivational factors, some individuals work harder and display prosociality in the presence of their more productive peers and much more often when they are being observed (Mas & Moretti, 2006). Most altruism theories assume that others' consumption or utility positively affects an individual's own utility. Meier (2006) said that people thus act prosocially or contribute to a public good because they enjoy the well-being of others.

Sims (2002), as cited in Appelbaum, Iaconi and Matousek (2007), attested that the concept may be explained by the fact that individuals who have grown more attached to their jobs and organizations as a whole are more likely to follow the rules set forth by their workplace, which preside over ethical decision making.

In the research conducted by Benabou and Tirole (2005), there are three motivations which can indicate whether prosocial behaviors can be exhibited or not. They mentioned intrinsic, extrinsic and reputational motivations, which must be deduced from their options and contexts. The overt behaviors vary because of the combination of these factors.

Self-Efficacy. As oftentimes used in Psychology, self-efficacy roughly corresponds to a person's belief in their own competence. It has been defined as the conviction that one is capable of performing in a certain manner to attain certain goals. Also, it affects the effort one puts forth to change risk behavior and the persistence to continue striving despite barriers and setbacks that may undermine motivation.

Bandura (Alessandri et al., 2009) pointed to four factors affecting self-efficacy. He mentioned experience, which is also known as enactive attainment, as the most important factor that decides a person's self-efficacy. Over the years, the substantial effects of self-efficacy beliefs on individual functioning and behavior have been largely confirmed by several empirical studies. They guard our choices regarding behavior, motivations, thought patterns and responses, productivity, and even health behaviors. Although much prior research centered on the effects of self-efficacy beliefs on cognitive processes, motivation, and performance, recent research has broadened and extended analyses of the functional properties of perceived self-efficacy to the regulation of one's affective life and interpersonal relations, and their impact on psychosocial func-

tioning and well-being (Bandura et al., 2001).

Findings also showed that perceived self-efficacy proved to play a pivotal role in self-regulation, both in affecting actions directly, and through its impact on cognitive, motivational, decisional, and effective determinants (Bandura, 2001). Caprara and Steca (2002) said that the relationship between prosociality and self-efficacy becomes stronger with age.

Grounded Theory. The GTA, which was first introduced by Barney Glaser and Anselm Strauss in 1967, does not require researchers to formulate hypotheses in advance since preconceived hypotheses result in a theory that is ungrounded from the data. Grounded theory method does not aim for the "truth" but to conceptualize what's going on by using empirical data.

In Glaser's Doing Grounded Theory: Issues and Discussions published in 1998, he said that GT is multivariate. "It happens sequentially, subsequently, simultaneously, serendipitously, and scheduled." The basic idea of the grounded theory approach is to read (and re-read) a textual database (such as a corpus of field notes) and "discover" or label variables (called categories, concepts and properties) and their interrelationships. The ability to perceive variables and relationships is termed "theoretical sensitivity" and is affected by a number of things including one's reading of the literature and one's use of techniques designed to enhance sensitivity.

The process consists of different phases, which include deciding on a research problem, framing the research question, data collection, data coding and analysis, and theory development (Bitsch, 2005). Selective coding is the process of choosing one category to be the core category, and relating all other categories to that category. The essential idea is to develop a single storyline around which all everything else is draped. There is a belief that such a core concept always exists. On the other hand, theoretical memoing is "the core stage of grounded theory methodology" (Glaser 1998). Memos are short documents that one writes to oneself as one proceeds through the analysis of a corpus of data.

The researcher then must look for the central themes, from which his or her theory can be grounded from.

METHOD

Research Design
This paper made use of the Grounded Theory Approach, a quali-

tative type of research wherein a theory is developed inductively from a systematically gathered and analyzed body of data.

Participants

Seven non-teaching employees of LPU-Laguna were interviewed in the study. Of the sample, majority is single. Fourteen percent are males and the rest are females. They have been employed in LPU-Laguna in an average span of 2.5 years.

Data Analysis

An initial literature review was conducted to establish the need for the research. This was first put aside and not revisited until the core categories were established, to prevent any preconceived ideas from prior research (McGhee et al., 2007). The literature review is not a key part of a grounded theory approach. Personal and professional experiences of the researcher(s), and the level of sophistication of the analytical process are considered more important.

Two sets of data generated three videotape-recorded interviews and four written interviews with seven office staff of LPU-Laguna. Recorded interviews were transcribed verbatim and returned to participants to check for accuracy.

To further ensure credibility, the method triangulation technique was used: verbal interview, written interview, and observation.

After noting events and constantly comparing, the data were analyzed with respect to commonalities and differences. Patterns and variations were uncovered, coded, and categorized. The computer application Saturate (http://www.saturateapp.com/) was utilized in the coding, memoing and categorizing processes. Sampling and data collection went on until theoretical saturation.

As a background, Saturate is a simple web-based qualitative analysis tool (see Appendices for a screen shot of the working window of the freeware). It is used for text data, audio data, tabular data and categories. The application (app) cannot be used without an Internet connection.

The researcher employed the use of this app and signed up for a free account. Users need to log in to their account and start to use the app by first uploading the data they gathered. In this researcher's case, the data uploaded were all in text form (transcription of interview). Each text data entry can be provided with distinct titles. All entries in the current research start with "Interview with (followed by initials of the respondents)".

One by one, the entries can be opened and subjected to memoing and coding. Relevant information can be highlighted and by right-clicking it, the researcher can assign a particular code. The app cannot do code application automatically, thus, the researcher must absolutely read and understand the data uploaded.

The same procedure is applied for memoing. The memos usually contain the emotional tone, overt reactions, and atmospheric conditions during the interview or data gathering period.

What the app automatically does, on the other hand, is count the number of times a specific code emerges in all the interviews. When clicked to show codes, all the codes with corresponding numbers will be shown at the left pane. The app can work on several projects all at the same time and can be shared to other users too, making it user-friendly to research teams/ groups. Recent activities and their timeline are also shown.

RESULTS AND DISCUSSIONS

Prosociality, Self-Efficacy and Job Motivation Dynamics. The Lyceum of the Philippines-Laguna appears to be a highly social environment which is family oriented and conservative. It is considered prosocial in the sense that people are generally supportive and happy.

Majority of the respondents perceive the Institution as having a positive atmosphere (see Figure 1). They said that it is generally encouraging and subtly pleasing. This was followed by being family oriented, wherein the treatment is more like relatives with employees calling other staff, "kuya", "ate", "tita", and "mommy". This is truer with the females, an affirmation of the research found that women are more relational and responsive to prosocial treatments (Tonin & Vlassopoulos, 2009).
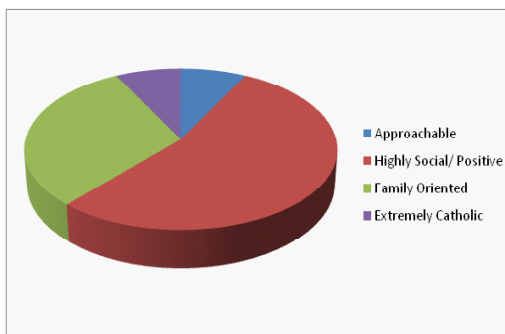

Figure 1. Perceived Social Atmosphere

Although the Academic Institution is non-sectarian, the general population has Catholicism as religion, with the respondents viewing it as extremely Catholic. Celebration of the Holy Eucharist is done monthly, as well as other spiritual observances. Meetings start with opening prayers, while retreats and recollections are done annually. There is also a space allotted as prayer room. At this point, it can be said that there is certainly a correlation between religiosity and a highly social workplace, an affirmation of Saroglou et al.'s findings.

"They are easy to get along with."
"I think that the intention is to always help one another."

The Institution maintains an open-door policy, in that employees can approach even those in the top- and middle-management almost anytime. Although there is still a distinction between the heads and the subordinates, this does not immensely affect the way they relate to one another, personally and professionally.

E13's statement suggests that people treat each other well regardless of the position one has and holds.
"...Supportive to employees, faculty, even maintenance staff."
"Dito pwede mong i-approach kahit sino. Yung even mataas at mababa. Here you can approach anyone. Both those in the supervisory and rank-and-file levels)."

Even without appointments, anyone can visit and meet up with the person he or she has concerns with.

However, prosociality in the Institution tends to be more localized, often with colleague employees as beneficiaries. Donations are almost automatically done once an employee meets an unfortunate incident (e.g. death of a loved one, natural disaster, etc). Such unhappy events are also taken up in meetings and heads usually convene and give time to determine ways on how help can be extended. This is an example of Eisenberg's dire type of prosociality, i.e. helping out of calamitous events.

Any prosocial behavior can be shown on a day-to-day basis although employees tend to evaluate whether the deed is a "big deal" or not. Evident in the response below is the acknowledgment and expectation that prosociality be exhibited in a wider sense.

"Yes, in a sense... we do things for the faculty, for the organization... That's always great. But if you don't have the larger sense like work for the region, work for Laguna, maybe not."

True enough, the employees are loosely participative in community extension projects. There are no definite schedules and assignments as to when and who must spearhead and participate in community service. The usual participants are National Service and Training Program (NSTP) teachers and offices with direct contact with student organizations, which by far have more community projects (average of ten per semester. Source: Office of Student Services, 2012). The farthest to benefit regularly from the Institution is the adopted community, Brgy. 3, Sto. Tomas Batangas. No department holds a more regular and sustainable extension activities. Participation therein is not centralized; departments act locally and separately.

The perceived efficacy and motivational levels are in varying degrees, depending on the department to which the personnel belong to, immediate environment and colleagues. Generally, the intensity of motivation and efficacy are dictated by the immediate environment and personalities in the respective offices they are in.

"We are under different bosses with different management styles, so I think maybe some are not so motivated."

"It will be a matter of whom they are working with and who they are reporting to."

It was mentioned, there is no standard rule to stay focused at work. There are individual strategies being carried out by the employees in order to deliver in a daily manner.

"Kanya-kanyang diskarte. (We have our own individual strategies)."

Majority, as for themselves:
"I believe in myself… in what I can do."

The ratings the respondents have given themselves, in terms of efficacy, are fairly well; not too high nor too low. They acknowledge the truth that there is always a room for change and improvement. Even heads, who underwent the interview, did not give soaring self-ratings. Confidence, to them, is somewhat similar to aggressiveness. They are predisposed not to be very "confident" and "vocal" of their capabilities as a sign of respect and observance of organizational sensitivity.

Core Categories. All influential and resulting circumstances related to the prosociality-self-efficacy-job motivation dynamics (correlation shown in Figure 2) are needs-familiarity-support. By and large they

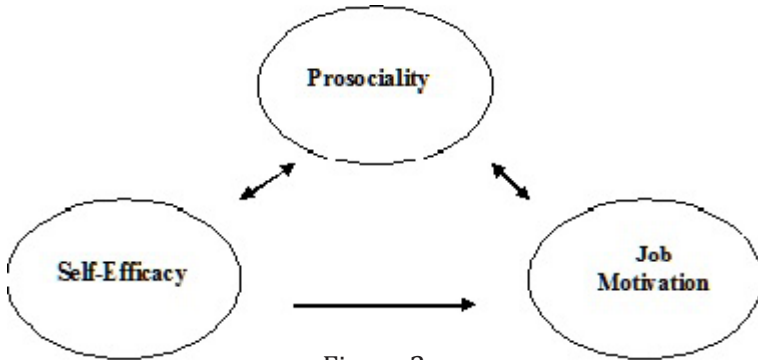are included, thereby making them the central themes of the study.

Figure 2
The Correlation between the Variables

Needs. The most central theme is the "identification of needs". The interactions appear to be anchored on the existence of a need within the organization. Once the need(s) is/are identified, prosociality, self-efficacy and motivation can follow.

The central theme can be broken down into three: needs of self, needs of others, and needs of the job.

Needs of Self. It is but human nature to have the need to prove oneself. One respondent stated that he would help and work on a particular task because he knows others are expecting that he can:

"Dahil alam kong alam ng taong yun na alam kong gawin yun. (Because I'm aware that this particular person knows I'm aware of how this should go)."

A person can participate and cooperate in order to justify others' perceived capabilities of himself. This is in sync with Baruch et al.'s (2004) claim that the demonstration of prosocial behaviors is an additional and effective way of achieving personal goals.

Employees also do not demean the need for recognition and benefits. Although not always at the top of the list, material benefits and honor both promote the emergence of prosocial, motivated and efficacious behaviors. Eisenberg calls this type of prosociality 'public'.

"The kind of benefits, compensation... make people motivated."
"Ako? (Me?) Tapping of my shoulder... affirmation."

Harvard Business Review affirmed this in a statement saying giving even small amounts can enhance an employee's morale. LPU-Laguna addresses this by having annual Family Nights wherein awards are given out to those who have made exemplary performances and deliveries. This recognition rite has been held twice already.

Moreover, the dynamics can also stem from the need to heed to human nature's call. It is interesting to note that a lot from the sample act positively in accordance with the dynamics because they're "happy" to. They have found it self-satisfying to be able to render service and believe in their capacity. The respondents attributed this to their "nature" -

"It is simply because I want to do it."

In a study made by Rotemberg (2004), employees become prosocial when doing so is their self-interest. This may be considered as the counterpart of the altruistic prosociality by Eisenberg (1999).

This is consistent with the findings of Baruch et al. (2004) that the demonstration of prosocial behaviors may be seen as an additional, effective way of achieving personal goals. Puffer seconded asserting that the need for achievement was one of three variables specifically related to prosocial behaviors.

Needs of Others. Relatedness, helping, and the drive to function more often arise when employees see a co-worker needs a helping hand. An eager staff that sees a distressed colleague may run to the rescue as soon as the distress becomes "obvious". Some will initially wait to be asked to assist, on the other hand. Usually, communication is made or more encouraged to have because there is a "need" to. This is what Eisenberg calls as the compliant type of prosociality (1999).

"Mas kaya kong i-approach si EVP kasi may kailangan ako sa kanya (I can approach EVP easier because I need something)."

Dissecting the response shown above, the necessity to make contact is "made even more just" by the "need". It is already given that even with a petty reason the respondent can and may approach the superior. However, the "reason" made it easier. While the ability to communicate (relatedness), which is a prosocial behavior, is increased, the belief in the self and motivation that the person "can approach" is also increased. According to research, social self-efficacy has the most positive correlation with prosociality.

Needs of the Job. The dynamics can follow when it is already established that it is part of the job. When people see that functionality is

a requirement of their respective tasks, they perform as necessary to address this.

"Try to upgrade myself (so) that I may dance with the tune."

Evident in the statement is the motivation to learn so that the person can "keep up" with the demands of the job. It is also notable that she believes she can be (more) competent to dance to the tune (self-efficacy) if she "upgrades" herself. Internal trainings in LPU-Laguna are usually well-attended and that can be attributed to the aforementioned drive. These trainings are participated in not only by the middle managers and lower ranks, but also by the executives. External trainings are also encouraged as there are budget allocated per office. Training hours are regular sections in the Institutional Quality Objectives, that is, a minimum number of training hours must be achieved by a particular office or employee.

"We have to."

There is a sense of responsibility. The employees feel that they have an obligation to fulfill that is why they act prosocially and efficaciously. If there is a sense of entitlement, then making them perform tasks wouldn't be any harder.

If the management makes them 'own up' the responsibilities, tasks would likely be carried out efficiently and responsibly. Various committees are usually established and everyone is usually included.

Familiarity. The second most central theme is familiarity, being in close connection or proximity with something or someone. This is then further categorized into two: familiarity with the task and familiarity with the person(s) involved.

Essential to employee prosociality, motivation and efficacy is familiarity with the task being made. Almost all mentioned that they would perform and help if the job is something they know much about. Knowledge of the responsibilities increases the capacity to help and capacity to believe in oneself.

"Basta alam ko (As long as I'm knowledgeable)."

"When the subject or when the task is something I know I can perform well."

"Lalo na sa kaya kong gawin (Especially with something I can do.)"

Implied is the attempt to protect one's own reputation. One will not instantaneously lend a hand nor act if this could and might mean putting himself in a negatively challenging position. Psychological studies have confirmed the effect of successive failures to motivation. Thus, people would rather not function anymore than handle the risk of failing. People are generally found to avoid tasks where their self-efficacy is low, but will engage where their self-efficacy is high.

Furthermore, closeness to the concerned person can boost prosociality and eagerness to act.

"I like helping people especially those who are close to me."

An employee will first attend to the needs of a co-worker from the same department rather than somebody from another department. He will reach out to his own boss first rather than another's boss. He would feel more capable with what he can do if he's making it for someone he has grown familiar with, other than for someone whom he knows nothing or a little about.

"It will just matter to me if people who are close to me will insist that I should believe in my abilities."

Support. Just as familiarity strengthens action to address the needs, support meanwhile boosts familiarity. If a need has been identified and the employee (doer of the action) possesses the tenets of familiarity, he can be moved into action. However, without "guide lights", the action may not be performed. Support from the management and peers is a catalyst to action.

General support influences the promptness and fulfillment of a task. In this study, support is broken down into management feedback, and management and peers support (See Figure 3).

Most often than not, bosses' evaluation is considered by the employees as the metric by which they are deliberately assessed.

"Because it is easy to (accomplish) things, just wait if there are side comments and that's the time that you are being guided."

The loss of feedback, especially from the top management or the immediate boss, is considered detrimental:

"It (the absence of feedback) has become disconcerting at times because I have no idea what my performance has been."

Consultations (e.g. HR Listens) and dialogues with the management are being carried out to address this concern. However, the employees feel that the concerns being raised up in these events are more institutional, rather than personal and professional. Moreso, these consultations have irregular schedules and are limited by time and confidentiality of some matters for discussions.

There are written evaluations that are usually carried out per office by the Human Resource Management and Development Office. These performance evaluations are discussed to the evaluatee before being submitted for analysis. Subordinates usually are assessed by the bosses, with the latter being evaluated seldom.

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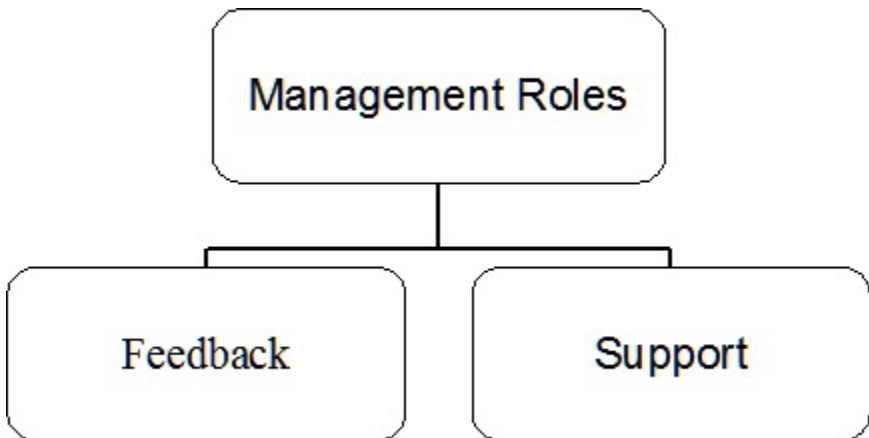
Figure 3
Top Management Roles in the Workplace

Management support has been found an essential contributory factor in the belief of employees in their own respective capacities. Many of the employees would wait for the "nod" before they decide whether they can execute the job at hand.

The employees in the study relied almost exclusively on their bosses in the determination of their own self-efficacy levels.

"Superiors are good motivators."
"... I think that kind of recommendation from my boss before helped boost my morale."

It is important to note that the significance of illustrative examples to efficacy, motivation and prosociality was undermined. In the

Social Learning Theory of Albert Bandura, he said that people act in a particular way because he most probably saw somebody acting the same first. Conversely, in this study, the very role of others is not to model but to provide encouragement and signal the needs (central theme).

Of high relevance as well, apart from the knowledge of the deliverables, are results of previous undertakings. If the personnel see that they cannot influence something, they may escalate.

"(I will perform) when I see that the result was good."

"Sometimes, I will declare magre-resign na ako (I will resign) – the easiest way to run out of a problem. One it is settled, I stay put again."
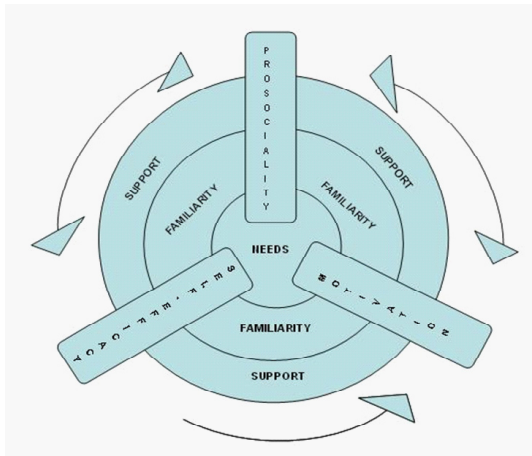

Figure 4
Variables and Central Themes Framework

CONCLUSIONS

The LPU-L is generally perceived as a highly social environment.

The findings of this paper also supported the claim that the prosociality, self-efficacy, and job motivation dynamics is correlated to several demographics such as religiosity and gender. The higher the religiosity level, the more that a place can be social. The length of stay in the workplace, meanwhile, was not overtly or covertly considered as a huge factor by the subjects.

Prosociality is exhibited in both small and big ways. However,

in the Institution, it is more localized, as acknowledged by the subjects. There is no regular mode wherein the non-teaching staff can participate in for the benefit of a greater number of people. Self-efficacy and motivational levels, meanwhile, are highly attributed to the knowledge of the task and to the immediate environment and colleagues.

The prosociality-self-efficacy-motivation dynamics, which has a somewhat cyclical relationship (with prosociality directly correlated to self-efficacy and the latter bringing about motivation; See Figure 2), is found to be grounded on needs-familiarity-support (Figure 4).

All the variables are grounded on the identification of needs (see Figure 4), that is, if needs (of self, of others or of the job) are recognized everything else can follow. Afterwhich, if the doer of the action thinks that he or she is familiar with it or with the recipient of the tasks, he or she can decide whether the particular task be carried out. The action can be encouraged if he or she also gains support from peers, most especially from the management. Feedback, as part of management roles, is considered significant as well.

All these can also be stimulated by the presence of a social working environment.

RECOMMENDATIONS

To guarantee that the dynamics produce positive effects to individuals' work performance, the following recommendations are made:

Team buildings may regularly be done to ensure that the Institution maintains its prosocial environment.

The Human Resource Management and Development Office may introduce a more comprehensive and sensitive way of monitoring self needs and of others. Seminars on social and emotional intelligence can be conducted to address this particular necessity.

In order to stay and work closely with the objectives of the company and of the specific department they are in, the employees should be properly oriented with the Institutional Quality Objectives, the Departmental Quality Objectives, and other goals that the Institution and their respective Departments have. This can further instill that the employees are accountable for the success and/ or failure of the organization/ group he belongs to.

Since social persuasions have a strong influence on people, the

management/ human resource department may take advantage by continuously holding Awards Nights and by providing comprehensive guidelines in the search for awardees. At the departmental levels, office heads can conduct their own awards rites so that these kinds of motivational acts can be localized. Tokens and other types of recognitions should highly be encouraged to reinforce positive deeds.

Dialogues or consultations must be accomplished at both the institutional and departmental levels to further ensure communication of feedbacks. These kinds of activities must be made on a more regular basis so as to be certain that evaluations are timely and coherent.

Evaluations may be more competency based rather than performance based, to guarantee that the employees would be more proactive rather than reactive. It would encourage the employees to improve on their crafts more to better their future performance.

The management may develop a more sustainable and regular community extension program for the admin and staff to participate in. They may also oblige the employees to participate in these programs at least twice a semester, when appropriate, to form the habit of being socially responsible. This can also answer the predicament of some employees that prosociality in the Institution is more restricted to LPU-Laguna only.

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