

Motivation and Job Performance of Military Personnel in a Public Military Educational Institution in Callao in 2022

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SUBMITTED: 05/10/2023 ACCEPTED: 29/11/2023 PUBLISHED: 19/08/2024

ABSTRACT

This study examined the relationship between motivation and work performance among military personnel in a public military educational institution in Callao in 2022. The research was conducted on a population of 85 military service members, using a census sample for data collection. The study followed a quantitative, non-experimental, cross-sectional, and correlational approach. Data was collected via a questionnaire that used the Likert scale to determine frequency and importance. The results showed a significant and positive relationship (0.376) between motivation and job performance among military personnel in the public military educational institution in Callao in 2022.

Keywords: motivation, job performance, extrinsic factor, intrinsic factor, operational factor, attitudinal factor.

INTRODUCTION

Organizations strive to have employees who perform exceptionally well. Therefore, human resources management makes great efforts to recruit and select suitable personnel according to the demands of the required job profile. However, Robbins and Coulter (2018) argue that, in addition to possessing skills and knowledge, employees also need to put in some effort to align their work with the goals and objectives of the organization. Therefore, employee motivation is a vital factor in achieving high levels of job performance.

The social perception of employee performance in educational institutions is characterized by self-sacrifice, identification with the educational work, and responsibility. It is also necessary to delve into the job performance of military personnel in a military public educational institution, such as the one in Callao. Military personnel have unique characteristics that stem from military discipline, which is oriented towards the "faithful performance of duty" (Reglamento del Ejército, 2014).

This study aims to provide a new perspective on the theoretical aspects of managing human resources in organizations that have both civilian and military personnel. The study results indicate that employees with a military background can be highly efficient and effective in their work due to their strong values and discipline. In addition, their motivation can be enhanced by understanding how these values and discipline interact with the fundamentals of motivation. Therefore, it is important to investigate the motivation of military personnel,

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as they are intrinsically driven by the “faithful fulfillment of duty” as a premise for their job performance. The results of this study can be applied to other organizations by incorporating different motivational strategies that consider the unique characteristics of military personnel and their dedication to duty, which can improve their work performance by increasing their motivation.

Moreover, this study aims to determine the relationship between motivation and job performance of military personnel in a public military educational institution located in Callao, in 2022. The main objective is to increase the motivation levels of military service members and improve their job performance as part of the secondary education system. The management strategies of the organization, which provides boarding school-type education for secondary-level students, will be strengthened by limiting the idealization of military personnel as mere assets who are expected to fulfill goals and objectives, regardless of their level of motivation. The research question proposed is whether there is a significant relationship between motivation and job performance of military personnel in a public military educational institution in Callao in the year 2022.

Motivation

According to the Real Academia Española (2022i, definition 3), motivation can be defined as the *Conjunto de factores internos o externos que determinan en parte las acciones de una persona* [set of internal or external factors that partly determine the actions of a person]. This means that the behavior of individuals can be influenced by various internal or external factors that lead them to do or not do something.

In the context of organizations, employees exhibit a certain behavior that contributes to fulfilling organizational goals and satisfying their own needs. This behavior is largely influenced by the work environment, where managers and HR personnel play a crucial role in shaping the policy of the company on motivation. The goal is to strike a balance between meeting the personal needs of employees and fulfilling the demands of their roles within the organization (Chiavenato, 2014).

Motivation: Intrinsic Factors Dimension

According to the theoretical perspective of “intrinsic factors”, every person working in an organization seeks a sense of fulfillment in the tasks and responsibilities of their position. This desire is consistent with their intrinsic need for self-perceived

personal worth. In other words, their performance and productivity are determined by how effectively they can utilize their skills and abilities in their role, which requires balancing personal and organizational efforts (Chiavenato, 2009). To better understand this perspective, the following aspects must be addressed:

“Achievement” Aspect

According to the Real Academia Española (2022h, definition 1), the term *achievement* refers to *conseguir o alcanzar lo que se intenta o desea* [attaining or accomplishing something that is desired]. However, this aspect must be directed towards a purpose that, when achieved through effort, brings satisfaction to the individual.

Achievement is an important factor for organizational effectiveness according to Chiavenato (2019). This means that the efforts of employees should align with the collective goal of the organization to achieve its objectives. When employees are satisfied and their personal needs and aspirations are met, organizational effectiveness can be achieved.

Similarly, Herzberg et al. (1959) identified achievement as a key motivational factor driving employee job performance. Achieving goals and objectives creates an intrinsic motivation that helps employees put forth their best effort during work tasks, which in turn helps the organization achieve its objectives. By continuously striving to meet goals and objectives, employees can identify and follow the path toward performance excellence. This allows them to share their needs and aspirations with the organization's purpose, resulting in a common goal.

“Recognition” Aspect

According to the Real Academia Española (2022j, definition 2), *recognition* is defined as “gratitude”. Organizations aim to create a sense of appreciation among employees, wherein the employee feels that their efforts are being acknowledged and rewarded. Therefore, it can be said that *el reconocimiento es un fuerte motivador y esfuerzo positivo del trabajo bien realizado* [recognition is a significant motivator that encourages employees to continue performing well] (Chiavenato, 2019, p. 80).

Additionally, Manso (2002) emphasizes that a desire to stand out among other employees and receive gratitude from the organization for their performance can also be a motivator.

“Work in Itself” Aspect

The Real Academia Española (2022n, definition 2) defines *work* as a “paid occupation”. However, it is worth noting that compensation is not only a reward paid by the organization but also an intrinsic feeling of satisfaction for fulfilling their duties as part of the organization (Herzberg et al., 1959). Employees also value the importance of their tasks and functions, leading to an intrinsic sense of satisfaction for a job well done. This intrinsic reward is a significant motivator for employees.

“Responsibility” Aspect

The term *responsible* is defined by Real Academia Española (2022l, definition 1) as *obligado a responder de algo o por alguien* [being obliged to answer for something or someone]. In an organizational structure, responsibilities are divided into administrative, operational, and corporate functions, and relationships are established between colleagues who are required to assume duties and commitments with other people. This is also known as *administrar con las personas* [managing with people] (Chiavenato, 2019, p. 8).

Manso (2002) identifies responsibility as the commitment that all colleagues make when performing their duties under an intrinsic motivational condition. They aim to put in their best effort to satisfy the management of people, who are considered an organizational asset.

“Growth” Aspect

In a reciprocal work environment, employees and organizations have a close relationship. The organization requires competitive and satisfied professionals with the potential to take on roles of greater responsibility, while individuals have high expectations for growth and professional development. They desire a position that uses their capabilities to achieve the objectives of the job and allows for a transition to greater challenges in professional improvement (Chiavenato, 2019).

León and Sepulveda (1979) argue that professional growth is a key motivator for employees. They suggest that employees define their performance based on their desire to develop their capabilities in the workplace, enabling them to take up roles with greater responsibility that match their skills and knowledge.

Motivation: Extrinsic Factors Dimension

According to the theoretical perspective of “extrinsic factors”, it is important to note that organizations create physical and non-physical spaces where employees interact with other team members within the context of a general corporate policy. Therefore, the performance of employees responds to the corporate policy, which affects how they approach their tasks and responsibilities (Chiavenato, 2009). To better understand this perspective, the following aspects must be addressed:

“Relationship with the Boss” Aspect

According to the Real Academia Española (2022k, definition 3), a *relationship* refers to the *conexión, correspondencia, trato, comunicación de alguien con otra persona* [connection, communication, and dealings between two individuals]. In an organizational context, employees work together in a mutually dependent relationship, where they interact with others who have authority over them. Chiavenato (2019) states that positive relationships between colleagues can lead to improved performance if both parties focus on developing their capabilities and working towards more challenging objectives.

Herzberg et al. (1959) emphasize the importance of a positive working relationship between a boss and an employee. Such a relationship can result in better job performance and behavior from the employee towards the organization. It is worth noting that this positive behavioral response also extends to the boss, who is linked to a higher authority in the organization.

“Working Conditions” Aspect

According to Real Academia Española (2022b, definition 3), the term *condition* refers to the *estado, situación especial en que se halla algo o alguien* [state or special situation of something or someone]. Employees work in an organizational environment with defined policies and standards that determine their working conditions, as well as the situation of the human and material resources that interact with the organization. Administrative effectiveness is influenced by factors such as *objetivos, estrategias, planes, políticas, reglas y procedimientos, acción y resultado* [objectives, strategies, plans, policies, rules, procedures, actions, and results] (Chiavenato, 2019, p. 29).

León and Sepulveda (1979) suggest that optimal working conditions must be established to avoid dissatisfaction between the needs of employees and the demands of the organization. If an organization has policies and norms that provide appropriate working conditions, employees will be better predisposed to positive actions, leading to better results.

“Relationship with Work Colleagues” Aspect

The aspect of positive relationships between individuals in a work environment is covered by Herzberg et al. (1959) under the same postulate as the aspect of “relationship with the boss”. The authors suggest that favorable behavior is adopted for performance in each position of the organization when such relationships are present. However, the nature of every person as a social being should also be considered, as this stimulates the need to be accepted and feel part of a group in the work environment.

“Security” Aspect

According to the Real Academia Española (2022m, definition4), *secure* means *que no falla o que ofrece confianza* [that which does not fail or which offers confidence]. From a psychological point of view, employees in an organization need to feel that there is reciprocity between their commitment and effort, and the protection and guarantee that the organization can offer them. Manso (2002) explains that the organization’s policies must satisfy this aspect to prevent employee dissatisfaction and instability. The organization needs to create harmonious conditions between obligations and needs in the work environment to avoid negatively affecting the performance of human assets.

Job Performance

The Real Academia Española (2022e, definition 1) defines *performance* as *Ejercer las obligaciones inherentes a una profesión, cargo u oficio* [the act of fulfilling the obligations that come with a profession, position, or trade]. In a work setting, these duties are determined by how they are carried out and the level of commitment towards the overall goals of the organization.

When discussing job performance, it is essential to note that it depends on the readiness to complete assigned tasks and the technical and cognitive skills employees have acquired through their professional development. Both aspects are visible

in an organization and contribute to its overall efficiency and effectiveness, which can be quantified (Chiavenato, 2014).

Job performance is directly linked to the nature of the organization, and human resource management must identify professional characteristics and behaviors that impact the outcomes of tasks and duties inherent to the position (Bohlander et al., 2017).

Job Performance: Attitudinal Factors Dimension

The evaluation of job performance is based on specific characteristics that are unique to the organization. These characteristics help establish and define the effort and work that is put in by the employees. A positive attitude and a strong commitment to the primary goals of the organization are essential for employees to achieve their tasks and responsibilities (Chiavenato, 2014). To better understand this perspective, the following aspects must be addressed:

“Discipline” Aspect

According to the Real Academia Española (2022f, definition 3), *discipline* refers to *observancia de leyes y ordenamientos* [following the laws and regulations set]. From an organizational perspective, employees must comply with the policies and rules established by the organization, which are aligned with its objectives (Chiavenato, 2014).

“Cooperative Attitude” Aspect

According to the Real Academia Española (2022c, definition 3), *cooperation* refers to *obrar conjuntamente con otro u otros para la consecución de un fin común* [acting jointly with another or others for the achievement of a common end]. Therefore, the drive that encourages employees to work collaboratively must aim to achieve organizational objectives (Chiavenato, 2014).

“Initiative” Aspect

The Real Academia Española (2022g, definition 4) defines *initiative* as the *acción de adelantarse en hablar u obrar* [action of speaking or acting in advance]. Particularly, when it comes to work, employees must face challenges, changes, or opportunities by making informed decisions that allow them to anticipate these and fulfill their duties and obligations (Chiavenato, 2014).

“Creativity” Aspect

The Real Academia Española (2022d definition 1) defines *creativity* as the act of *producir algo nuevo* [producing something new]. In terms of job performance, employees should use an original approach to achieve better results by combining efficiency and effectiveness in their actions (Chiavenato, 2014).

“Ability to Perform”

The Real Academia Española (2022a, definition 3) defines *capable* as *apto, con talento o cualidades para algo apt* [someone with talent or qualities for something]. It is essential to remember that the ability of employees to perform their duties and responsibilities is reinforced by their self-demand, which is fueled by their challenges to achieve better results (Chiavenato, 2014).

Job Performance: Operational Factors Dimension

The level of operability of the employees depends on their technical and cognitive skills. This, in turn, determines how the work is performed and how it is oriented towards achieving the general purpose of the organization. Therefore, it is important to consider factors related to the operability of individuals to assist them in performing their tasks and obligations in a correct, efficient, and effective manner (Chiavenato, 2014). To better understand this perspective, the following aspects must be addressed:

“Expertise” Aspect

Employees bring knowledge, techniques, skills, and abilities to their roles, which they continue to develop as they perform their assigned tasks and responsibilities in the organization. The position should require a suitable profile of the individual occupying it. However, they must undergo training and induction to learn the necessary procedures and techniques (Chiavenato, 2014).

“Quality and Quantity” Aspect

Quality and quantity are critical to organizational effectiveness as they represent the production achieved by the employee. Quality is achieved by ensuring that the tasks and duties are performed in a way that meets certain standards, while quantity is determined by the number of achievements required in a working day (Chiavenato, 2014).

“Accuracy” Aspect

The main purpose of any organization is to achieve specific goals and objectives with great accuracy. The tasks and duties of employees are aimed at achieving goals and objectives at both the job and organizational levels. This requires the combined effort of all workers to achieve success at work (Chiavenato, 2014).

“Teamwork” Aspect

At the same time, the tasks and duties assigned to each employee are designed to showcase their technical and cognitive skills. However, the immediacy of actions and the promptness of established goals create conditions for teamwork. Therefore, workers combine their skills and cooperate to achieve the proposed objectives (Chiavenato, 2014).

“Leadership” Aspect

In a broader sense, individuals in leadership roles develop skills and abilities to lead people towards a common goal. In the workplace, a committed leader uses their knowledge and techniques to influence other employees and help them to develop professionally. They demonstrate not only the right attitude but also the aptitude to direct the actions of the group toward the established goals and objectives (Chiavenato, 2014).

METHODOLOGY

This study followed a quantitative approach with a non-experimental, cross-sectional, and correlational design. Data was collected using a questionnaire with the Likert scale to determine frequency and importance. The questionnaire had 18 questions for the variable “motivation”, adapted from Toro’s (1992) work motivation questionnaire, and 22 questions for the variable “work performance”, which were developed for this study. The questionnaire was tested for reliability using Cronbach’s alpha, resulting in an indicator of 0.953 for both “motivation” and “job performance”. The validity of the questionnaire was established using the Kaiser-Meyer-Olkin test, which resulted in an indicator of 0.796.

Data was collected from a total population of 85 military service members from the directorates and departments of a public military educational institution in Callao, using a census sample. Although the organization also has members from the Ministry of Education and the Regional Government of

Callao, the study focused only on military members belonging to the Ministry of Defense.

RESULTS

According to the results presented in Table 1, 32.9% of military personnel members consider that the intrinsic motivational factors that drive them to perform their duties are at a “low level”, in terms of self-worth. On the other hand, 38.8% of them rated these factors at a “medium level”, while 28.2% of them rated them at a “high level”. Therefore, a total of 67% of military personnel members have a “medium” or “high level” of intrinsic motivation.

Table 1. Intrinsic Factors of Motivation.

	Frequency	Percent	Valid Percent	Cumulative Percent
Low Level	28	32.9	32.9	32.9
Medium Level	33	38.8	38.8	71.8
High Level	24	28.2	28.2	100.0
Total	85	100.0	100.0	

Note: These findings are based on the intrinsic factors of motivation among military personnel.

Source: Prepared by the author based on the SPSS analysis.

According to the results presented in Table 2, 34.1% of military personnel members consider that the extrinsic motivational factors that drive them to perform their duties are at a “low level”, in terms of corporate policy and the work environment. On the other hand, 40.0% of them rated these factors at a “medium level”, while 25.9% of them rated them at a “high level”. Therefore, a total of 65.9% of military personnel members have a “medium” or “high level” of extrinsic motivation.

Table 2. Extrinsic Factors of Motivation.

	Frequency	Percent	Valid Percent	Cumulative Percent
Low Level	29	34.1	34.1	34.1
Medium Level	34	40.0	40.0	74.1
High Level	22	25.9	25.9	100.0
Total	85	100.0	100.0	

These findings are based on the extrinsic factors of motivation among military personnel.

Source: Prepared by the author based on the SPSS analysis.

According to the results presented in Table 3, 37.6% of military personnel members consider that the

attitudinal factors of job performance are at a “low level”, in terms of identification with the general purpose of the organization concerning their job duties. On the other hand, 36.5% of them rated these factors at a “medium level”, while 25.9% of them rated them at a “high level”. Therefore, a total of 62.4% of military personnel members considered attitudinal factors of job performance to be at a “medium” or “high level”.

Table 3. Attitudinal Factors of Job Performance.

	Frequency	Percent	Valid Percent	Cumulative Percent
Low Level	32	37.6	37.6	37.6
Medium Level	31	36.5	36.5	74.1
High Level	22	25.9	25.9	100.0
Total	85	100.0	100.0	

Note: These findings are based on the attitudinal factors of job performance among military personnel.

Source: Prepared by the author based on the SPSS analysis.

According to the results presented in Table 4, 37.6% of military personnel members consider that the attitudinal factors of job performance are at a “low level”, in terms of cognitive and technical skills applied to their job duties. On the other hand, 34.1% of them rated these factors at a “medium level”, while 28.2% of them rated them at a “high level”. Therefore, a total of 62.3% of military personnel members considered operational factors of job performance to be at a “medium” or “high level”.

Table 4. Operational Factors of Job Performance.

	Frequency	Percent	Valid Percent	Cumulative Percent
Low Level	32	37.6	37.6	37.6
Medium Level	29	34.1	34.1	71.8
High Level	24	28.2	28.2	100.0
Total	85	100.0	100.0	

Note: These findings are based on the operational factors of job performance among military personnel.

Source: Prepared by the author based on the SPSS analysis.

General Hypothesis Testing

H_0 is accepted if $(r) \geq 0.05$. There is no significant relationship between motivation and job performance of military personnel in a public military institution in Callao in 2022.

H_1 is accepted if $(r) < 0.05$. There is a significant relationship between motivation and job performance of military personnel in a public military institution in Callao in 2022.

As can be observed in Table 5, $(r) = 0.005$, which is less than 0.05. Therefore, the null hypothesis (H_0) is rejected and the general hypothesis (H_1) is accepted.

Table 5. Chi-Square Result for the General Hypothesis.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.072a	4	.005
N of Valid Cases	85		

a. 0 cells (0.0%) have expected count less than 5.

Source: Prepared by the author based on the SPSS analysis.

In Table 6, the value of 0.376 indicates that motivation and job performance have a positive correlation with moderate intensity.

Table 6. Spearman's Rho Result for the General Hypothesis.

	Value
Correlation Coefficient	.376**
Sig. (2-tailed)	.000
N	85

**Correlation is significant at the 0.01 level.

Source: Prepared by the author based on the SPSS analysis.

Specific Hypothesis 1 Testing

H_0 is accepted if $(r) \geq 0.05$. There is no significant relationship between the intrinsic factors and attitudinal factors of military personnel in a public military institution in Callao in 2022.

H_1 is accepted if $(r) < 0.05$. There is a significant relationship between the intrinsic factors and attitudinal factors of military personnel in a public military institution in Callao in 2022.

As can be observed in Table 7, $(r) = 0.004$, which is less than 0.05. Therefore, specific hypothesis 1 (H_1) is accepted and the null hypothesis (H_0) is rejected.

In Table 8, the value of 0.376 indicates that intrinsic factors and attitudinal factors have a positive correlation with moderate intensity.

Table 7. Chi-Square Result for Specific Hypothesis 1.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.313a	4	.004
N of Valid Cases	85		

a. 0 cells (0.0%) have expected count less than 5.

Source: Prepared by the author based on the SPSS analysis.

Table 8. Spearman's Rho for Specific Hypothesis 1.

	Value
Correlation Coefficient	.376**
Sig. (2-tailed)	.000
N	85

**Correlation is significant at the 0.01 level.

Source: Prepared by the author based on the SPSS analysis.

Specific Hypothesis 2 Testing

H_0 is accepted if $(r) \geq 0.05$. There is no significant relationship between the extrinsic factors and operational factors of military personnel in a public military institution in Callao in 2022.

H_1 is accepted if $(r) < 0.05$. There is a significant relationship between the extrinsic factors and operational factors of military personnel in a public military institution in Callao in 2022.

As can be observed in Table 9, $(r) = 0.030$, which is less than 0.05. Therefore, specific hypothesis 2 (H_1) is accepted and the null hypothesis (H_0) is rejected.

Table 9. Chi-Square Result for Specific Hypothesis 2.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	10.722a	4	.030
N of Valid Cases	85		

a. 0 cells (0.0%) have expected count less than 5.

Source: Prepared by the author based on the SPSS analysis.

In Table 10, the value of 0.327 indicates that extrinsic factors and operational factors have a positive correlation with moderate intensity.

Table 10. *Spearman's Rho Result for Specific Hypothesis 2.*

	Value
Correlation Coefficient	.327**
Sig. (2-tailed)	.002
N	85

**Correlation is significant at the 0.01 level.

Source: Prepared by the author based on the SPSS analysis.

Specific Hypothesis 3 Testing

H_0 is accepted if $(r) \geq 0.05$. There is no significant relationship between the intrinsic factors and operational factors of military personnel in a public military institution in Callao in 2022.

H_1 is accepted if $(r) < 0.05$. There is a significant relationship between the intrinsic factors and operational factors of military personnel in a public military institution in Callao in 2022.

As can be observed in Table 11, $(r) = 0.001$, which is less than 0.05. Therefore, specific hypothesis 3 (H_1) is accepted and the null hypothesis (H_0) is rejected.

Table 11. *Chi-Square Result for Specific Hypothesis 3.*

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	18.790a	4	.001
N of Valid Cases	85		

a. 0 cells (0.0%) have expected count less than 5.

Source: Prepared by the author based on the SPSS analysis.

In Table 12, the value of 0.460 indicates that intrinsic factors and operational factors have a positive correlation with moderate intensity.

Table 12. *Spearman's Rho Result for Specific Hypothesis 3.*

	Value
Correlation Coefficient	.460**
Sig. (2-tailed)	.000
N	85

**Correlation is significant at the 0.01 level.

Source: Prepared by the author based on the SPSS analysis.

Specific Hypothesis 4 Testing

H_0 is accepted if $(r) \geq 0.05$. There is no significant relationship between the extrinsic factors and attitudinal factors of military personnel in a public military institution in Callao in 2022.

H_1 is accepted if $(r) < 0.05$. There is a significant relationship between the extrinsic factors and attitudinal factors of military personnel in a public military institution in Callao in 2022.

As can be observed in Table 13, $(r) = 0.023$, which is less than 0.05. Therefore, specific hypothesis 4 (H_1) is accepted and the null hypothesis (H_0) is rejected.

Table 13. *Chi-Square Result for Specific Hypothesis 4.*

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	11.326a	4	.023
N of Valid Cases	85		

a. 0 cells (0.0%) have expected count less than 5.

Source: Prepared by the author based on the SPSS analysis.

In Table 14, the value of 0.380 indicates that extrinsic factors and attitudinal factors have a positive correlation with moderate intensity.

Table 14. *Spearman's Rho Result for Specific Hypothesis 4.*

	Value
Correlation Coefficient	.308**
Sig. (2-tailed)	.004
N	85

**Correlation is significant at the 0.01 level.

Source: Prepared by the author based on the SPSS analysis.

DISCUSSION

The results of the study found a significant correlation between the motivation and job performance of military personnel in a public military educational institution in Callao, with a Spearman's rho of 0.376. This is similar to the study conducted by Velásquez (2022), which found a significant correlation between motivation and work performance of administrative workers in a state entity, with a Spearman's rho of 0.424.

Additionally, Cabanillas and Ruiz (2021) found a significant correlation between motivation and job performance of health workers in a state hospital, with a Spearman's rho of 0.557. Furthermore, Hernández and Mendoza (2018) also suggest that there is a direct and positive relationship between motivation and work performance, meaning that an increase in one variable leads to an increase in the other.

The results of the study found a significant correlation between intrinsic and attitudinal factors and job performance, with a Spearman's rho of 0.376. This is similar to the study conducted by Granados (2021), which found a correlation of 0.771 between intrinsic factors and job performance in healthcare workers of a state hospital. Furthermore, López (2021) also found a significant correlation between intrinsic factors and the individual competence aspect of the job performance of workers of a company, using Kendall's Tau B and finding a correlation of 0.585.

The results of the study found a significant correlation between extrinsic factors and operational factors, with a Spearman's rho coefficient of 0.376. This is similar to the study conducted by Granados (2021), which found a significant correlation between extrinsic factors and the job performance of aid workers in a state hospital with a Spearman's rho of 0.753. Furthermore, López (2021) found a significant correlation between extrinsic factors and the job performance competence of workers of a company, using Kendall's Tau B and finding a correlation of 0.624.

The results of the study found that there is a significant correlation between intrinsic factors and operational factors with a Spearman's rho of 0.460. This is similar to the study conducted by Granados (2021), which found a significant correlation between intrinsic factors and the job performance of aid workers in a state hospital with a Spearman's rho of 0.771. Furthermore, López (2021) proved that intrinsic factors have a significant correlation with the job competence aspect of the job performance of workers of a company, using Kendall's Tau B and finding a correlation of 0.668.

The results of the study found that extrinsic factors and attitudinal factors have a significant correlation, with a Spearman's rho of 0.308. This is similar to the study conducted by Granados (2021), which found a significant correlation between extrinsic factors and the job performance of aid workers in a state hospital with Spearman's rho of 0.753. Furthermore,

López (2021) found a significant correlation between extrinsic factors and the individual competence aspect of the job performance of workers of a company, using Kendall's Tau B and finding a correlation of 0.546.

CONCLUSIONS

It has been demonstrated that there is a positive and moderate correlation (0.376) between the motivation of military personnel and their work performance at a public military educational institution in Callao.

It has been demonstrated that there is a positive and moderate correlation (0.376) between the intrinsic factors and attitudinal factors of military personnel in a public military educational institution in Callao. Furthermore, 67% of military personnel reported having a "medium" or "high level" of intrinsic motivation.

It has been demonstrated that there is a positive and moderate correlation (0.327) between the extrinsic factors and operational factors of military personnel in a public military educational institution in Callao. Furthermore, 65.9% of military personnel reported having a "medium" or "high level" of extrinsic motivation.

It has been demonstrated that there is a positive and moderate correlation (0.460) between the intrinsic factors and operational factors of military personnel in a public military educational institution in Callao. Furthermore, 62.4% of military personnel considered attitudinal factors to be at a "medium" or "high level".

It has been demonstrated that there is a positive and moderate correlation (0.308) between the extrinsic factors and attitudinal factors of military personnel in a public military educational institution in Callao. Furthermore, 62.3% of military personnel considered operational factors to be at a "medium" or "high level".

Foremost, this research provides a scientific explanation for the factors in the work environment that affect motivation and their impact on work performance in military educational institutions. Military personnel members are often expected to perform at high levels under the principle of "fulfilling of duty". Motivation and job performance are closely related, and it is necessary to consider various aspects to develop effective management strategies for military human resources in educational institutions. Additionally, this research contributes

to the development of theories on motivation and job performance, not just from an administrative perspective but also from the viewpoint of education and military teaching and administration.

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