Assessment of the Performance of the Department of Agrarian Reform (Dar-Laguna) Employees on the Implementation of Land Transfer Clearance

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Abstract

This study assessed the performance of employees at the Department of Agrarian Reform–Laguna (DAR-Laguna) in the implementation of land transfer clearance under Administrative Order No. 4, Series of 2021. Recognizing the growing demands for agricultural reform services, the research examined how procedural clarity, technological support, resource allocation, and regulatory frameworks influence employee efficiency, accuracy, job satisfaction, and client satisfaction. Utilizing a descriptive quantitative research design, data were gathered through survey questionnaires distributed to selected DAR clients and employees, and analyzed using Pearson correlation, ANOVA, and regression analysis. Findings revealed that the overall implementation was rated to a very great extent across all dimensions, and that organizational elements such as training programs and supervisory support had a significant impact on employee performance outcomes. The study highlights the necessity for continuous investment in employee development, infrastructure, and client-centered service delivery to enhance the efficiency and responsiveness of agrarian reform processes.

KEYWORDS: Department of Agrarian Reform, Land Transfer Clearance, Employee Performance, Service Delivery, Agrarian Reform, Public Administration.

INTRODUCTION

The Philippines' agricultural sector remains a cornerstone of national development, providing livelihoods for millions and contributing significantly to food security. However, land ownership and tenure issues continue to hinder the sector's full potential, especially among small farmers. To address these concerns, the Department of Agrarian Reform (DAR) implements policies aimed at equitable land distribution and tenure security. Among these, Administrative Order No. 4, Series of 2021, outlines the procedures for issuing land transfer clearances, a critical requirement in agricultural land transactions.

Despite these initiatives, challenges persist in the efficiency and transparency of land clearance processes. Given the importance of swift and accurate service delivery, it is essential to assess the internal performance mechanisms within government agencies like DAR, particularly at the provincial level where client interactions are most direct. Efficient service delivery not only affects client satisfaction but also impacts public trust and the overall success of agrarian reform programs.

This study focuses on evaluating the performance of DAR-Laguna employees in implementing land transfer clearance procedures under A.O. No. 4, Series of 2021. Specifically, it examines the clarity of procedures, adequacy of technological support, resource allocation, and the robustness of the regulatory framework, and how these factors influence employee efficiency, accuracy, job satisfaction, and client satisfaction. Grounded in Victor Vroom's Expectancy Theory and K. Anders Ericsson's Performance Theory, the study explores how individual motivation, competence, and organizational support contribute to achieving service excellence.

By identifying performance strengths and gaps, this research aims to provide insights and recommendations for enhancing the delivery of agrarian services including the answering of grievances and complaints from the clients, promoting fairer access to land ownership, and improving agricultural productivity in the region.

OBJECTIVES

This study assessed the performance of DAR-Laguna employees on the implementation of land transfer clearance of A.O.4, s. of 2021. Specifically, it sought to assess the level of the implementation of land transfer clearance process in terms of: clarity of procedures, technological support, resource allocation and policy and regulatory framework, including the key elements that contribute to the performance of the employees on the implementation of land transfer clearance process in terms of: training program, supervisory support, organizational culture, and infrastructure and tools. Additionally, this study examined the employee performance in terms of efficiency, accuracy, job satisfaction, and client satisfaction. Based on the findings, the study proposed recommendations to improve public service delivery to serve the clients more effectively and efficiently.

METHODOLOGY

This study utilized a descriptive quantitative research design to assess the performance of DAR-Laguna employees in implementing the land transfer clearance process under Administrative Order No. 4, Series of 2021. Respondents included 125 DAR-Laguna clients which were selected through simple random sampling.

Data were collected using a structured questionnaire covering three areas: implementation level (clarity of procedures, technological support, resource allocation, and policy and regulatory framework), key performance elements (training, supervision, culture, infrastructure), and employee performance outcomes (efficiency, accuracy, job satisfaction, client satisfaction). 4-point Likert scale questionnaires to measure the responses.

After securing proper approvals, questionnaires were distributed and completed voluntarily between November and December 2024. Data analysis involved mean and standard deviation calculations, Pearson correlation to determine relationships, ANOVA to compare group means, and regression analysis to predict performance impacts, with a significance level set at 0.05. Analysis was conducted using SPSS software.

RESULTS AND DISCUSSION

This study assessed the perceptions of the clients on the level of implementation of land transfer clearance process in terms of clarity of procedures, technological support, resource allocation, and policy and regulatory framework.

Table 1. Level of implementation of land transfer clearance process in terms of Clarity of Procedures

Statements	Mean	SD	Remarks
The Land Transfer Clearance process procedures are well-defined and easy for the clients to follow.	3.77	0.67	Very Great Extent
Clients thoroughly understand the steps involved in the Land Transfer Clearance process, including the payment.	3.80	0.58	Very Great Extent
There is clear communication regarding the guidelines and processes involved in the Land Transfer Clearance.	3.86	0.40	Very Great Extent
The instructions for the Land Transfer Clearance process are straightforward and unambiguous.	3.87	0.38	Very Great Extent
The process of obtaining a Land Transfer Clearance is well-structured and easy to navigate.	3.76	0.43	Very Great Extent
Weighted Mean **SD** **Verbal Interpretation**	**3.81** **0.51** **Very Great Extent**		

Legend: 3.26-4.00 – Very Great Extent, 2.51-3.25 – Great Extent, 1.76-2.50 – Moderate Extent, 1.00-1.75 – Not at all

The findings in Table 1 indicate a very high level of implementation of the Land Transfer Clearance process, particularly in terms of clarity of procedures. Respondents reported that the process is well-defined, easy to follow, and supported by clear communication and straightforward instructions. The overall weighted mean score of 3.81 with a standard deviation of 0.51 reflects a strong agreement among clients that the procedures are clearly communicated and effectively implemented by DAR-Laguna employees under A.O. 4, s. of 2021.

Table 2. Level of implementation of land transfer clearance process in terms of Technological Support

Statements	Mean	SD	Remarks
The technological tools used in the Land Transfer Clearance process are user-friendly.	3.73	0.54	Very Great Extent
It adequately meets the needs of employees in carrying out the Land Transfer Clearance process.	3.65	0.71	Very Great Extent
The Land Transfer Clearance process technology is up-to-date and efficient.	3.77	0.67	Very Great Extent
Employees are well-trained in using technology for the Land Transfer Clearance process.	3.74	0.54	Very Great Extent
The technological infrastructure effectively supports implementing the Land Transfer Clearance process.	3.77	0.67	Very Great Extent
Weighted Mean **SD** **Verbal Interpretation**	**3.73** **0.63** **Very Great Extent**		

Legend: 3.26-4.00 – Very Great Extent, 2.51-3.25 – Great Extent, 1.76-2.50 – Moderate Extent, 1.00-1.75 – Not at all

Table 2 highlights a very high level of implementation of the Land Transfer Clearance process in terms of technological support. Respondents agreed that the tools used are user-friendly, efficient, and adequately support employees in performing their tasks. With a weighted mean of 3.73 and a standard deviation of 0.63, the results indicate strong employee performance in utilizing technology. The DAR-Laguna's use of the Official Data Tracking System (ODTS) enhances transparency and efficiency by digitally recording each step of the process. This system allows for easy monitoring of employee activities and application progress, supporting the effective implementation of the Land Transfer Clearance process.

Table 3. Level of implementation of land transfer clearance process in terms of Resource Allocation

Statements	Mean	SD	Remarks
Resources (equipment, etc.) are allocated for the Land Transfer Clearance process.	3.52	0.85	Very Great Extent
It is timely and sufficient to meet deadlines for the Land Transfer Clearance process	3.54	0.72	Very Great Extent
The budget allocation for the Land Transfer Clearance process is adequate.	3.66	0.71	Very Great Extent
There is adequate staff support for implementing the Land Transfer Clearance process.	3.54	0.72	Very Great Extent
The material resources provided for the Land Transfer Clearance process are sufficient to ensure smooth implementation.	3.77	0.67	Very Great Extent
Weighted Mean	**3.61**		
SD	**0.74**		
Verbal Interpretation	**Very Great Extent**		

Legend: 3.26-4.00 – Very Great Extent, 2.51-3.25 – Great Extent, 1.76-2.50 – Moderate Extent, 1.00-1.75 – Not at all

Table 3 demonstrates a very high level of implementation of the Land Transfer Clearance process in terms of resource allocation, with a weighted mean of 3.61 and a standard deviation of 0.74. Respondents agreed that equipment, budget, staff, and material resources are generally adequate and timely, supporting efficient public service delivery. The findings underscore the importance of effective resource allocation in achieving operational efficiency. In summary, results indicate a generally positive perception of the institution's budget strategy towards resource management, academics, and operations. It shows strengths in planning with an eye toward the future and efficiency in utilizing resources, although monitoring-the-evaluation processes may require further development. The overall mean, therefore, is 3.32 with a verbal interpretation of strongly agree and a standard deviation of .501.

Table 4. Level of implementation of land transfer clearance process in terms of Policy and Regulatory Framework

Statements	Mean	SD	Remarks
The Land Transfer Clearance process policies are clear and comprehensive.	3.42	0.88	Very Great Extent
The regulatory framework governing the Land Transfer Clearance process is easy to understand.	3.66	0.66	Very Great Extent
Clients are provided with clear guidelines regarding the Land Transfer Clearance process.	3.78	0.62	Very Great Extent
The Land Transfer Clearance process policies are consistently followed and enforced.	3.65	0.66	Very Great Extent
It supports the efficient implementation of the Land Transfer Clearance process.	3.79	0.61	Very Great Extent
Weighted Mean	**3.66**		
SD	**0.71**		
Verbal Interpretation	**Very Great Extent**		

Legend: 3.26-4.00 – Very Great Extent, 2.51-3.25 – Great Extent, 1.76-2.50 – Moderate Extent, 1.00-1.75 – Not at all

Table 4 reflects a very high level of implementation of the Land Transfer Clearance process in terms of policy and regulatory framework, with a weighted mean of 3.66 and a standard deviation of 0.71. Respondents indicated that the policies are clear, comprehensive, and consistently enforced, with clients receiving understandable guidelines. These findings suggest that DAR-Laguna employees are effectively implementing A.O. 4, s. of 2021, ensuring that the process is well-regulated and easy for clients to follow. This strong policy framework supports the overall efficiency and consistency of the Land Transfer Clearance process.

Table 5. Extent of key elements that contribute to the performance of the employee that affect the implementation of land transfer clearance process in terms of Training Program

Statements	Mean	SD	Remarks
It is adequate to ensure effective performance in the Land Transfer Clearance process.	3.85	0.66	Very Great Extent
Employees receive ongoing training to stay updated on Land Transfer Clearance process changes.	3.29	0.72	Very Great Extent
The training provided prepares employees to handle all aspects of the Land Transfer Clearance process efficiently.	3.79	0.68	Very Great Extent
Employees feel confident in their roles after completing the training program.	3.66	0.69	Very Great Extent
It is directly relevant to employees' tasks in the Land Transfer Clearance process.	3.86	0.73	Very Great Extent
Weighted Mean	**3.69**		
SD	**0.63**		

Verbal Interpretation	Very Great Extent

Legend: 3.26-4.00 – Very Great Extent, 2.51-3.25 – Great Extent, 1.76-2.50 – Moderate Extent, 1.00-1.75 – Not at all

Table 5 shows a generally high level of implementation of training programs related to the Land Transfer Clearance process. The training is viewed as adequate (M = 3.85), relevant to employees' tasks (M = 3.86), and effective in preparing employees (M = 3.79), resulting in confidence in their roles (M = 3.66). However, ongoing training to keep employees updated scored somewhat lower (M = 3.29), suggesting room for improvement in continuous learning initiatives. Overall, the training supports effective employee performance in the process.

Table 6. Extent of key elements that contribute to the performance of the employee that affect the implementation of land transfer clearance process in terms of Supervisory Support

Statements	Mean	SD	Remarks
Supervisors provide clear guidance and support to employees during the Land Transfer Clearance process.	3.74	0.54	Very Great Extent
Employees feel supported by their supervisors when facing challenges in the Land Transfer Clearance process.	3.79	0.61	Very Great Extent
Supervisors regularly check the progress of employees working on the Land Transfer Clearance process.	3.66	0.66	Very Great Extent
Employees feel comfortable seeking help from their supervisors when needed during the Land Transfer Clearance process.	3.86	0.46	Very Great Extent
Supervisory feedback improves employees' performance in the Land Transfer Clearance process.	3.79	0.61	Very Great Extent
Weighted Mean	**3.77**		
SD	**0.58**		
Verbal Interpretation	**Very Great Extent**		

Legend: 3.26-4.00 – Very Great Extent, 2.51-3.25 – Great Extent, 1.76-2.50 – Moderate Extent, 1.00-1.75 – Not at all

Table 6 shows a very high level of implementation of the Land Transfer Clearance process in terms of supervisory support, with all statements receiving strong mean scores. Employees reported feeling supported by their supervisors, receiving clear guidance, regular progress checks, and constructive feedback. The overall mean indicates that supervisory support contributes to employee performance to a "very great extent," highlighting its critical role in the successful implementation of the Land Transfer Clearance process at DAR-Laguna.

Table 7. Extent of key elements that contribute to the performance of the employee that can affect the implementation of land transfer clearance process in terms of Organizational Culture

Statements	Mean	SD	Remarks
It encourages employees to collaborate and support one another during the Land Transfer Clearance process.	3.88	0.37	Very Great Extent

It fosters a positive work environment for employees involved in the Land Transfer Clearance process.	3.88	0.37	Very Great Extent
Employees feel that the organization values their Land Transfer Clearance process contributions.	3.88	0.37	Very Great Extent
It promotes employee accountability and responsibility during the Land Transfer Clearance process.	3.88	0.37	Very Great Extent
Employees feel motivated to perform at their best due to the organizational culture within the department.	3.88	0.37	Very Great Extent
Weighted Mean	**3.88**		
SD	**0.37**		
Verbal Interpretation	**Very Great Extent**		

Legend: 3.26-4.00 – Very Great Extent, 2.51-3.25 – Great Extent, 1.76-2.50 – Moderate Extent, 1.00-1.75 – Not at all

Table 7 indicates a very high level of implementation of the Land Transfer Clearance process in terms of organizational culture, with all items receiving a consistent mean score of 3.88 and a standard deviation of 0.37. The results show that the organizational culture at DAR-Laguna fosters collaboration, support, accountability, motivation, and a positive work environment. These cultural elements significantly contribute to employee performance and play a crucial role in the effective implementation of the Land Transfer Clearance process.

Table 8. Extent of key elements that contribute to the performance of the employee that can affect the implementation of land transfer clearance process in terms of Infrastructure and Tools

Statements	Mean	SD	Remarks
It supports employees in efficiently carrying out the Land Transfer Clearance process.	3.97	0.25	Very Great Extent
The tools available to employees are adequate for the Land Transfer Clearance process.	3.88	0.37	Very Great Extent
Employees have access to the necessary equipment to effectively implement the Land Transfer Clearance process.	3.88	0.37	Very Great Extent
The work environment (e.g., office space, technology) is conducive to smoothly implementing the Land Transfer Clearance process.	3.88	0.37	Very Great Extent
The availability of adequate infrastructure and tools improves employee performance in the Land Transfer Clearance process.	3.88	0.37	Very Great Extent
Weighted Mean	**3.90**		
SD	**0.35**		
Verbal Interpretation	**Very Great Extent**		

Legend: 3.26-4.00 – Very Great Extent, 2.51-3.25 – Great Extent, 1.76-2.50 – Moderate Extent, 1.00-1.75 – Not at all

Table 8 reveals a very high level of implementation of the Land Transfer Clearance process in terms of infrastructure and tools, with an overall mean score interpreted as "a very great extent." Respondents agreed that employees are well-supported with adequate tools, equipment, and a conducive work environment, enabling them to carry out the process efficiently. The consistently high mean scores (mostly 3.88) and low standard deviations reflect strong agreement among employees that the availability of proper infrastructure significantly enhances their performance in implementing the Land Transfer Clearance process.

Level of employee performance to the implementation of land transfer clearance process

In this study, the level of employee performance to the implementation of land transfer clearance process refers to Efficiency, Accuracy, Job Satisfaction, and Clients Satisfaction.

Table 9. Level of employee performance to the implementation of land transfer clearance process in terms of Efficiency

Statements	Mean	SD	Remarks
Information on the application process, requirements, and payment needed by the Clients can easily be asked of the DARPO-Laguna employees, whether through phone calls or in person.	3.54	0.72	Very Great Extent
Clients are well-informed about the number of days the process will take, depending on the difficulty of their submitted documents.	3.62	0.88	Very Great Extent
The DARPO-Laguna employees give the clients tips or advice on what/how they will do their documents to facilitate application.	3.58	0.65	Very Great Extent
Employees are showing positive performance as public servants and preventing red tape or under-the-table situations, specifically during the process of clients' applications.	3.69	0.65	Very Great Extent
Clients are being well-informed with the relevant information on the changes in the revision of A.O. No. 4, S. of 2021 from A.O. No. 1, S. of 1989	3.56	0.68	Very Great Extent
Weighted Mean SD Verbal Interpretation	3.60 0.72 Very Great Extent		

Legend: 3.26-4.00 – Very Great Extent, 2.51-3.25 – Great Extent, 1.76-2.50 – Moderate Extent, 1.00-1.75 – Not at all

Table 9 indicates a very high level of implementation of the Land Transfer Clearance process in terms of policy and efficiency, with a weighted mean of 3.60 and a standard deviation of 0.72. Clients reported that DAR-Laguna employees provide accessible information about application requirements, processing times, and updates on policy revisions. Employees also demonstrate positive performance by offering helpful advice and preventing bureaucratic delays. Overall, the findings suggest that employees effectively support clients and promote an efficient clearance process.

Table 10. Level of employee performance to the implementation of land transfer clearance process in terms of Accuracy

Statements	Mean	SD	Remarks
Employees ensure that the Land Transfer Clearance process is implemented with high accuracy.	3.98	0.18	Very Great Extent
Land Transfer Clearance process errors are minimal due to employees' attention to detail.	3.98	0.13	Very Great Extent
Employees double-check their work to ensure the Land Transfer Clearance process accuracy.	3.96	0.20	Very Great Extent
The Land Transfer Clearance process is executed accurately and consistently by employees.	3.89	0.34	Very Great Extent
Mistakes in the Land Transfer Clearance process are rare and quickly addressed by employees.	3.88	0.35	Very Great Extent
Weighted Mean	3.94		
SD	0.26		
Verbal Interpretation	Very Great Extent		

Legend: 3.26-4.00 – Very Great Extent, 2.51-3.25 – Great Extent, 1.76-2.50 – Moderate Extent, 1.00-1.75 – Not at all

Table 10 demonstrates a very high level of implementation of the Land Transfer Clearance process in terms of accuracy, with a weighted mean score of 3.94 and a low standard deviation of 0.26. Employees consistently ensure high accuracy by paying close attention to detail, double-checking their work, and promptly addressing any errors. Mistakes are rare, and the process is executed consistently and precisely. These results indicate that employee performance significantly contributes to the accuracy and reliability of the Land Transfer Clearance process.

Table 11. Level of employee performance to the implementation of land transfer clearance process in terms of Job Satisfaction

Statements	Mean	SD	Remarks
Employees feel satisfied with their roles in the Land Transfer Clearance process.	3.85	0.40	Very Great Extent
The Land Transfer Clearance process gives employees a sense of accomplishment and job satisfaction.	3.90	0.31	Very Great Extent
Employees feel valued for their contributions to the Land Transfer Clearance process.	3.77	0.42	Very Great Extent
The Land Transfer Clearance process tasks align with employees' professional goals.	3.66	0.66	Very Great Extent
Employees experience a sense of pride in their work related to the Land Transfer Clearance process.	3.66	0.47	Very Great Extent
Weighted Mean	3.77		
SD	0.48		
Verbal Interpretation	Very Great Extent		

Legend: 3.26-4.00 – Very Great Extent, 2.51-3.25 – Great Extent, 1.76-2.50 – Moderate Extent, 1.00-1.75 – Not at all

Table 11 reveals a very high level of employee job satisfaction in the implementation of the Land Transfer Clearance process, with a weighted mean score of 3.77 and a standard deviation of 0.48. Employees reported feeling satisfied, valued, and proud of their work, experiencing a sense of accomplishment aligned with their professional goals. This positive job satisfaction likely contributes to their strong performance in carrying out the clearance process.

Table 12. Level of employee performance to the implementation of land transfer clearance process in terms of Clients Satisfaction

Statements	Mean	SD	Remarks
Clients are generally satisfied with the speed of the Land Transfer Clearance process.	3.66	0.60	Very Great Extent
Employees promptly address clients' needs and concerns during the Land Transfer Clearance process.	3.49	0.73	Very Great Extent
Clients are satisfied with the accuracy and reliability of the Land Transfer Clearance process.	3.69	0.55	Very Great Extent
The Land Transfer Clearance process consistently meets client expectations.	3.83	0.44	Very Great Extent
Clients express high satisfaction with the overall service during the Land Transfer Clearance process.	3.80	0.55	Very Great Extent
Weighted Mean	3.69		
SD	0.59		
Verbal Interpretation	Very Great Extent		

Legend: 3.26-4.00 – Very Great Extent, 2.51-3.25 – Great Extent, 1.76-2.50 – Moderate Extent, 1.00-1.75 – Not at all

Table 12 indicates a very high level of client satisfaction with the Land Transfer Clearance process, reflected by a weighted mean score of 3.69 and a standard deviation of 0.59. Clients are generally satisfied with the process's speed, accuracy, and reliability. Employees are noted to promptly address clients' needs, and overall, the process consistently meets or exceeds client expectations, resulting in high satisfaction with the service provided.

Test of Relationship between the performance of the employee to the implementation of land transfer clearance process

The study used Pearson correlation analysis to examine the relationship between employee performance indicators (efficiency, accuracy, job satisfaction, and client satisfaction) and the implementation of the land transfer clearance process, focusing on clarity of procedures, technological support, resource allocation, and policy framework. Results revealed the strength and direction of these relationships, highlighting which implementation factors most influence employee performance. These findings are essential for developing strategic interventions to improve service delivery, employee engagement, and

overall operational effectiveness in the implementation of Administrative Order No. 4, s. of 2021, by DAR-Laguna.

Table 13. Significant Relationship Between The Performance Of The Employee To The Implementation Of Land Transfer Clearance Process.

Implementation of land transfer clearance process	Performance of the employee on the implementation of land transfer clearance process	r value	p value	Strength of Correlation	Analysis
Clarity of Procedures	Efficiency	0.05	0.86	High Positive Correlation	Significant
	Accuracy	0.05	0.75	High Positive Correlation	Significant
	Job Satisfaction	0.05	0.85	High Positive Correlation	Significant
	Clients Satisfaction	0.05	0.63	Moderate Positive Correlation	Significant
Technological Support	Efficiency	0.05	0.82	High Positive Correlation	Significant
	Accuracy	0.05	0.77	High Positive Correlation	Significant
	Job Satisfaction	0.05	0.87	High Positive Correlation	Significant
	Clients Satisfaction	0.05	0.66	Moderate Positive Correlation	Significant
Resource Allocation	Efficiency	0.05	0.95	Very High Positive Correlation	Significant
	Accuracy	0.05	0.70	High Positive Correlation	Significant
	Job Satisfaction	0.05	0.98	Very High Positive Correlation	Significant
	Clients Satisfaction	0.05	0.70	High Positive Correlation	Significant
Policy and Regulatory Framework	Efficiency	0.05	0.92	Very High Positive Correlation	Significant

	Accuracy	0.05	0.69	Moderate Positive Correlation	Significant
	Job Satisfaction	0.05	0.95	Very High Positive Correlation	Significant
	Clients Satisfaction	0.05	0.68	Moderate Positive Correlation	Significant

Legend: ** Significant p<.01, *Significant p<.05

Correlation Coefficient Value (r)	Direction and Strength of Correlation
0.00 to 0.19	Very Weak Relationship
0.20 to 0.39	Weak Relationship
0.40 to 0.59	Moderate Relationship
0.60 to 0.79	Strong Relationship
.80 to 1.00	Perfect Relationship

The findings indicate that at a 0.05 level of significance, the null hypothesis is rejected, confirming a significant relationship between the key elements influencing employee performance and their performance in implementing the land transfer clearance process. Specifically, training programs, supervisory support, organizational culture, and infrastructure and tools were found to be essential factors. Among these, organizational culture showed the highest positive correlation with accuracy ($p = 0.90$), indicating a near-perfect relationship, while infrastructure and tools had the lowest—though still strong—correlation with job satisfaction and client satisfaction ($p = 0.63$).

Test of Relationship between the performance of the employees to the key elements that contribute to the performance of the employees.

The study used Pearson correlation analysis to examine the relationship between employee performance indicators—efficiency, accuracy, job satisfaction, and client satisfaction—and key factors such as training programs, supervisory support, organizational culture, and infrastructure and tools. The findings help identify which elements most influence employee performance and serve as a basis for improving HR practices, workplace conditions, and support systems. These insights can guide management in enhancing workforce motivation and service delivery, particularly in implementing the land transfer clearance process under Administrative Order No. 4, s. of 2021, and related procedures from MARPO certification to final clearance issuance.

Table 14. Significant Relationship between the key elements that contribute to the performance of the employee to the performance of employee on the implementation of land transfer clearance process

Key elements that contribute to the performance of the employee	Performance of employee on the implementation of land transfer clearance process	r value	p value	Strength of Correlation	Analysis
Training Program	Efficiency	0.05	0.81	High Positive Correlation	Significant
	Accuracy	0.05	0.87	High Positive Correlation	Significant
	Job Satisfaction	0.05	0.80	High Positive Correlation	Significant
	Clients Satisfaction	0.05	0.76	High Positive Correlation	Significant
Supervisory Support	Efficiency	0.05	0.76	High Positive Correlation	Significant
	Accuracy	0.05	0.76	High Positive Correlation	Significant
	Job Satisfaction	0.05	0.79	High Positive Correlation	Significant
	Clients Satisfaction	0.05	0.79	High Positive Correlation	Significant
Organizational Culture	Efficiency	0.05	0.84	High Positive Correlation	Significant
	Accuracy	0.05	0.90	Very High Positive Correlation	Significant
	Job Satisfaction	0.05	0.79	High Positive Correlation	Significant
	Clients Satisfaction	0.05	0.77	High Positive Correlation	Significant

Infrastructure and Tools	Efficiency	0.05	0.69	Moderate Positive Correlation	Significant
	Accuracy	0.05	0.67	Moderate Positive Correlation	Significant
	Job Satisfaction	0.05	0.63	Moderate Positive Correlation	Significant
	Clients Satisfaction	0.05	0.63	Moderate Positive Correlation	Significant

Legend: ** Significant p<.01, *Significant p<.05

Correlation Coefficient Value (r)	Direction and Strength of Correlation
0.00 to 0.19	Very Weak Relationship
0.20 to 0.39	Weak Relationship
0.40 to 0.59	Moderate Relationship
0.60 to 0.79	Strong Relationship
.80 to 1.00	Perfect Relationship

The findings indicate a significant relationship between key elements—training programs, supervisory support, organizational culture, and infrastructure and tools—and employee performance in the implementation of the land transfer clearance process, leading to the rejection of the null hypothesis at the 0.05 significance level. Among these, organizational culture showed the strongest correlation with performance accuracy (p = 0.90), while infrastructure and tools had the lowest, yet still strong, correlation with job and client satisfaction (p = 0.63). These results are supported by Warrick (2017), who emphasized the impact of organizational culture on employee morale and performance, and Akib (2024), who highlighted the importance of office infrastructure in ensuring service quality. The study recommends that DAR-Laguna enhance its infrastructure and tools to improve both employee productivity and client satisfaction.

Table 15. Significant effect between the key elements that contribute to the performance of the employee that can affect the implementation of land transfer clearance process and the employee performance in terms of efficiency on the implementation of land transfer clearance process.
a. Dependent Variable: EFFICIENCY_OVERALL

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.27	4	12.067	146.44	0.0000
	Residual	9.8889	120	0.0824		
	Total	58.159	124			

a. Dependent Variable: EFFICIENCY_OVERALL

b. Predictors: (Constant), TRAINING PROGRAM_OVERALL, SUPERVISORY SUPPORT_OVERALL, ORGANIZATIONAL CULTURE_OVERALL, INFRASTRUCTURE AND TOOLS_OVERALL

Coefficientsª					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.829	0.4509	0.9362	2.0764	0.04
TRAINING PROGRAM_OVERALL	-0.542	0.2621	-1.061	-4.049	0.0000
SUPERVISORY SUPPORT_OVERALL	2.5113	0.277	1.9628	7.0857	0.0000
ORGANIZATIONAL CULTURE_OVERALL	5.0331	0.8389	3.3721	4.0197	0.0001
INFRASTRUCTURE AND TOOLS_OVERALL	-2.055	0.7638	-3.568	-4.671	0.0000

The result shows that the performance of the employee in terms of efficiency was significantly affected by the key elements that contribute to the performance of the employee. Efficiency, as a key indicator of employee performance, was positively influenced by several factors, including the training program, supervisory support, infrastructure, and tools. The training program, with a significance level of 0.0000, demonstrated a strong relationship with improved efficiency, indicating that well-designed and effectively implemented training initiatives are essential for enhancing employees' ability to perform tasks promptly and accurately. Similarly, supervisory support was found to have a significant impact on efficiency, with a significance value of 0.0000, suggesting that employees who receive proper guidance and feedback from their supervisors are more likely to exhibit higher performance levels.

Table 16. Significant effect between the key elements that contribute to the performance of the employee that can affect the implementation of land transfer clearance process and the employee b. Dependent Variable: ACCURACY_OVERALL

ANOVAª						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.6013	4	0.6503	49.496	0.0000
	Residual	1.5766	120	0.0131		
	Total	4.1779	124			
a. Dependent Variable: ACCURACY_OVERALL						
b. Predictors: (Constant), TRAINING PROGRAM_OVERALL, SUPERVISORY SUPPORT_OVERALL, ORGANIZALTION CULTURE_OVERALL, INFRASTRUCTURE AND TOOLS_OVERALL						

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.7764	0.18	2.4199	13.441	0.0000
TRAINING PROGRAM_OVERALL	0.2263	0.1047	0.0191	0.1825	0.8555
SUPERVISORY SUPPORT_OVERALL	0.1994	0.1106	-0.02	-0.178	0.8594
ORGANIZATIONAL CULTURE_OVERALL	1.0344	0.335	0.3712	1.1082	0.27
INFRASTRUCTURE AND TOOLS_OVERALL	0.625	0.305	0.0212	0.0694	0.9448

The result shows that the performance of the employee in terms of accuracy was not significantly affected by the key elements that contribute to the performance of the employee. Despite the importance of these elements, the statistical analysis revealed that there was no strong relationship between accuracy and the key factors of training program, supervisory support, organizational culture, and infrastructure/tools. Accuracy, in this case, was found to have significance values of 0.8555 for the training program, 0.8594 for supervisory support, 0.27 for organizational culture, and 0.9448 for infrastructure and tools, all of which are well above the typical threshold of 0.05 used to determine statistical significance.

These results highlight the complexity of measuring employee performance in terms of accuracy, suggesting that organizations may need to adopt a broader range of interventions and focus on specific aspects of job functions that directly impact precision in task execution.

Table 17. Significant effect between the key elements that contribute to the performance of the employee that can affect the implementation of land transfer clearance process and the employee performance in terms of job satisfaction on the implementation of land transfer clearance process.

c. Dependent Variable: JOB SATISFACTION_OVERALL

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.377	4	3.5941	256.37	0.0000
	Residual	1.6823	120	0.014		
	Total	16.059	124			
a. Dependent Variable: JOB SATISFACTION_OVERALL						
b. Predictors: (Constant), TRAINING PROGRAM_OVERALL, SUPERVISORY SUPPORT_OVERALL, ORGANIZATIONAL CULTURE_OVERALL, INFRASTRUCTURE AND TOOLS_OVERALL						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.5219	0.186	2.1537	11.58	0.0000
	TRAINING PROGRAM_OVERALL	-0.159	0.1081	-0.373	-3.454	0.0008
	SUPERVISORY SUPPORT_OVERALL	1.8572	0.1143	1.6309	14.274	0.0000
	ORGANIZATIONAL CULTURE_OVERALL	-1.579	0.346	-2.264	-6.544	0.0000
	INFRASTRUCTURE AND TOOLS_OVERALL	2.068	0.315	1.4443	4.5843	0.0000

The result shows that the performance of the employee in terms of job satisfaction was significantly affected by the key elements that contribute to the performance of the employee. Job satisfaction, with the key elements which were the training program (Sig. of 0.0008), supervisory support, organizational culture, and infrastructure and tools (Sig. of 0.0000), was found to have a strong relationship with these factors. This indicates that employees who receive comprehensive training and have access to supportive supervisors, a positive work culture, and the necessary tools are more likely to feel satisfied with their jobs. These elements collectively create an environment that fosters a sense of support and security, leading to greater job satisfaction among employees.

Table 18. Significant effect between the key elements that contribute to the performance of the employee that can affect the implementation of land transfer clearance process and the employee performance in terms of client satisfaction on the implementation of land transfer clearance process.

d. Dependent Variable: CLIENTS SATISFACTION_OVERALL

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.086	4	4.0215	33.612	0.0000
	Residual	14.358	120	0.1196		
	Total	30.444	124			
a. Dependent Variable: CLIENTS SATISFACTION_OVERALL						
b. Predictors: (Constant), TRAINING PROGRAM_OVERALL, SUPERVISORY SUPPORT_OVERALL, ORGANIZATIONAL CULTURE_OVERALL, INFRASTRUCTURE AND TOOLS_OVERALL						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		

1	(Constant)	2.6171	0.5433	1.5414	2.837	0.0053
	TRAINING PROGRAM_OVERALL	1.5996	0.3158	0.9743	3.085	0.0025
	SUPERVISORY SUPPORT_OVERALL	1.0657	0.3338	0.4048	1.2128	0.2276
	ORGANIZATIONAL CULTURE_OVERALL	-1.167	1.0108	-3.169	-3.135	0.0022
	INFRASTRUCTURE AND TOOLS_OVERALL	4.2142	0.9204	2.392	2.599	0.0105

The result shows that the performance of the employee in terms of client satisfaction was not significantly affected by the key elements that contribute on the performance of the employee, except the supervisory support with the Sig. of 0.2276. Client satisfaction with the key elements which were the training program with Sig. of 0.0025, organizational culture with the Sig. of 0.0022, and infrastructure and tools with the Sig. of 0.0105.

From the findings above, we can infer that at 0.05 level of significance, the null hypothesis "There is no significant effect between the key elements that contribute to the performance of the employee on the performance of the employee on the implementation of land transfer clearance process" is rejected, which incites that there is a significant effect between them. As suggested on the results above, it is highly suggested that There is a significant relationship between the key elements that contribute to the performance of the employee on the performance of the employee on the implementation of land transfer clearance process. Additionally, it is essential to engage with the key elements that contribute to the performance of the employee for the employee themselves to enhance their performance at work and for continuous learning in an organization or agency.

CONCLUSIONS

Based on the findings of the study, despite of some low scores, as evidence by a grand mean score of 3.70, the result showed that the respondents were strongly agree on the implementation of land transfer clearance process in terms of clarity of procedures, technological support, resource allocation, and policy and regulatory framework. With the clarity of procedures being the highest (M=3.81) and resource allocation being the lowest (M=3.61). The key elements that contribute to the performance of the employee resulted to the grand mean score of 3.81, which means that the respondents were strongly agree. With the infrastructure and tools being the highest (M = 3.90), and training program being the lowest (M = 3.69). Also, the assessed level of performance of the employees in terms of efficiency, accuracy, job satisfaction, and client's satisfaction resulted to the grand mean of 3.75 which the respondents were strongly agree, with accuracy being the highest (M = 3.94) and efficiency being the lowest (M = 3.60). Therefore, the results clearly suggested that the clarity of procedures, infrastructure and tools, and accuracy has an essential impact to the respondents during the implementation of land transfer clearance or A.O. 4 process. The relationship between the performance of the employee to the implementation of land transfer clearance process, relationship of between the key elements that contribute to the performance of the employee to the performance of the employee and the performance of the employee to the key elements that contribute to the performance of the employee were statistically all significant resulted to the null hypotheses being rejected.

RECOMMENDATIONS

1. To further enhancement of the performance of the DAR-Laguna employee on the implementation of land transfer clearance of A.O.4, s. of 2021 process, it is recommended that:

2. DAR-Laguna should hold quarterly meetings, including brainstorming and strategic planning on the concerned employees regarding the enhancement on how they will improve the efficiency of the implementation of land transfer clearance for further public service delivery for every client's application.

3. DAR-Laguna must implement an enhanced training program for every employee in order to be more effective in implementing the land transfer clearance process, and to give satisfaction to both employees and clients of their office.

4. DAR-Laguna should improve their resource allocation in order to build more positive outcomes and efficient public service to the client.

5. DAR-Laguna must implement a monthly awarding, a simple token for appreciation for those employees who show the most efficient and effective public service to further motivate them and enhance their productivity.

6. Despite some instances of conflict of schedule, DAR-Laguna should continually enhance the efficiency of implementation of land transfer clearance by prioritizing applications which they received earlier.

7. Also, DAR-Laguna should continue to maintain and enhance infrastructure and tools for the better sustainability of the performances of the employees, and efficiency of the implementation of land transfer clearance process.

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