

Work Performance of Employees in the Local Government Unit of Kalibo: Basis for Policy Enhancement

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Abstract

Employee performance plays a vital role in the effectiveness of local government units (LGUs), yet there is limited evidence regarding the influence of organizational factors on employee performance in the LGU of Kalibo, Aklan. This study examined the work performance of LGU employees in relation to job satisfaction, job commitment, job involvement, and job motivation, as well as selected organizational factors such as promotion opportunities, capability-building activities, working environment, and relationships with co-workers. Using a descriptive-correlational research design, data were collected and analyzed to determine the level of employee work performance and the relationship between organizational factors and performance. The findings revealed that employees generally demonstrated a positive level of work performance. Although the results showed no statistically significant relationship between the identified organizational factors and employee performance, several trends highlighted areas requiring organizational attention. In particular, concerns related to promotion practices, access to professional development opportunities, and workplace support emerged as important considerations. The study concludes that strengthening human resource management practices may contribute to greater employee engagement and organizational effectiveness, even in the absence of significant statistical associations. It is recommended that the LGU adopt transparent and merit-based promotion systems, provide equitable access to training and development programs, and foster a supportive work environment that promotes collaboration and employee recognition. These measures may enhance workforce capability, improve service delivery, and support the overall performance of local government institutions.

Keywords: Employee Engagement; Job Satisfaction; Work Performance

Introduction

Employee performance is a critical element in achieving organizational effectiveness, particularly in public institutions where the quality of service directly affects community welfare. In local government units (LGUs), employees are responsible for implementing programs, delivering essential services, and ensuring that public resources are utilized efficiently. As organizations continue to face increasing demands for accountability and improved service delivery, understanding the factors that influence employee performance has become an important area of inquiry. According to Zhenjing (2022), the achievement of organizational goals depends largely on employees' ability to perform their duties effectively, highlighting the significant role of individual contributions in organizational success.

Similarly, Abdi et al. (2024) emphasized that work-related attitudes and values are among the major determinants of employee performance.

Recent studies have shown that employee attitudes toward their work significantly affect organizational outcomes. Cabrera and Estacio (2022) found that job satisfaction, organizational commitment, motivation, leadership practices, and training positively influence employee performance, with motivation and commitment emerging as the strongest predictors. Likewise, Stackhouse et al. (2022) reported that employee commitment contributes significantly to organizational performance by enhancing productivity, service quality, and employee engagement. These findings suggest that employees who are motivated, committed, and satisfied with their work are more likely to perform effectively and contribute to organizational success.

In the public sector, employee performance is particularly important because government personnel serve as the primary link between public institutions and citizens. Local government employees perform diverse functions that include community development, public health services, infrastructure management, and educational support. Khanal and Adhikari (2024) noted that local government employees play a vital role in improving the quality of life of communities through the efficient delivery of public services. Consequently, maintaining a productive and committed workforce is essential to the achievement of local development goals.

Several studies have examined the psychological and organizational factors associated with employee performance. Dela Cruz (2019) reported that higher levels of job satisfaction and motivation among local government employees were associated with improved job performance and reduced absenteeism. Similarly, Sarwani et al. (2019) found that motivation and organizational commitment positively affect job satisfaction and performance while reducing employee turnover. Nitafan (2020) further emphasized that employees who experience higher levels of motivation and satisfaction tend to demonstrate stronger commitment and better workplace performance. More recently, Cuyos (2023) concluded that various dimensions of work engagement significantly influence employee performance, noting that engaged employees tend to value supportive supervisors, maintain positive relationships with colleagues, and align themselves with organizational objectives.

Beyond individual attitudes, organizational factors also play a crucial role in shaping employee performance. Chandran and Ahmad (2022) identified unfavorable working conditions, inadequate training opportunities, and dissatisfaction with compensation as significant contributors to poor performance in local government organizations. Likewise, Yunus et al. (2023) highlighted the importance of understanding employee characteristics and workplace conditions when examining job satisfaction and performance outcomes. These studies indicate that organizational support mechanisms, including promotion opportunities, professional development programs, workplace environment, and interpersonal relationships, can influence employees' motivation and effectiveness at work.

Despite the growing body of literature on employee performance, most studies have focused on private organizations or broader public-sector contexts. While previous research consistently demonstrates the positive influence of job satisfaction, commitment, motivation, and organizational support on employee outcomes, limited empirical evidence exists regarding how these factors operate within local government units in the Philippine setting, particularly in the Municipality of Kalibo, Aklan. Furthermore, few studies have examined the combined influence of job satisfaction, job commitment, job involvement, job motivation, promotion opportunities, capability-building activities, working environment, and relationships with co-workers on employee performance in a single local government context. This gap

highlights the need for further investigation to generate context-specific evidence that can support policy development and organizational improvement.

Given these considerations, this study aims to examine the work performance of employees in the Local Government Unit of Kalibo, Aklan, and determine the relationship between selected employee-related and organizational factors and employee performance. Specifically, it seeks to assess the roles of job satisfaction, job commitment, job involvement, job motivation, promotion opportunities, capability-building activities, working environment, and relationships with co-workers in influencing work performance. The findings of this study are expected to provide valuable insights for local government administrators and policymakers in designing evidence-based human resource initiatives that enhance employee productivity, strengthen organizational effectiveness, and improve the delivery of public services to the community.

Methodology

Research Design

This investigation employed a descriptive research design, which, according to Guerrero, Soriano & Amante (2023), involves the systematic collection of data aimed at accurately depicting characteristics of a specific phenomenon, condition, or population. Rather than exploring causal relationships, this design focuses on answering questions related to what, when, where, and how aspects of the research concern. Descriptive research is especially useful for preliminary inquiries that may later support broader, more detailed quantitative analyses. This methodology allows researchers to obtain a clear and comprehensive understanding of the subject under investigation, whether it pertains to a group, event, or existing condition. As emphasized by Casteñeda (2024), this design is frequently used to document and analyze multiple variables without delving into causation. The emphasis remains on describing current realities, how individuals, groups, or systems behave or function in the present context. It also assists in identifying patterns or correlations between variables, thus providing a foundational basis for future research.

Participants and Sampling Technique

The population for this study consisted of a total of 90 personnel distributed across four key offices within the Local Government Unit. Specifically, this included 30 employees from the Office of the Municipal Mayor, 20 employees from the Office of the General Services, 20 employees from the Office of the Municipal Planning, and 20 employees from the Office of the Municipal Barangay Affairs Office. The study employed the total enumeration sampling technique, wherein all members of the identified population were included as respondents. This approach ensured comprehensive data collection and minimized sampling bias.

Research Instrument

This study employed a structured questionnaire as its primary data collection tool. The instrument consisted of both self-constructed and adapted components, developed under the supervision and guidance of the research adviser. The section on work performance was adapted from Abun, et.al. (2021), while the framework of the instrument was anchored from the study of Yang (2024). The validity and reliability of the research instrument were established through a series of systematic procedures. Construct validity was assessed to ensure that the instrument accurately measured the theoretical constructs it was intended to evaluate. As noted by Wang and Chen (2020), validity refers to whether the conclusions drawn from a

study are well-founded and credible. Construct validity, in particular, examines the extent to which a tool measures the theoretical concept it purports to assess. This process may involve conducting factor analysis, evaluating convergent and discriminant validity, and exploring correlations between the instrument and other relevant variables, especially when dealing with abstract or conceptual phenomena.

Furthermore, the instrument's content validity was validated by a panel of experts specializing in workplace behavior and employee performance. Their evaluation ensures that the questionnaire comprehensively captures the relevant dimensions of the topic. Criterion validity was also explored by examining the relationship between respondents' demographic characteristics and their corresponding levels of job performance. To establish reliability, the instrument underwent test-retest procedures, and its internal consistency was statistically assessed using Cronbach's Alpha via SPSS version 21.

Following these analyses, refinements were made to the instrument to better align it with the objectives and rigor demanded by the research. Ultimately, ensuring both validity and reliability was critical in enhancing the accuracy, consistency, and trustworthiness of the study's findings.

Data Gathering Procedure

At the beginning of the research process, the researcher-initiated contact with the Local Government Unit (LGU) of Kalibo, Aklan, to establish collaboration and facilitate access to prospective study participants. A formal request for permission was submitted to appropriate authorities, including department heads and other key officials, to secure authorization for the distribution of the questionnaire checklist among designated respondents. for permission to distribute the questionnaire checklist to the intended responders. This step is important, ensuring that the research adhered to local policy and ethical standards, thereby promoting trust and cooperation between the researcher and the LGU.

Over one month, the researcher personally distributed the research instruments to the identified groups. Each respondent was given a clear and thorough explanation of the study's objectives, procedures, and expectations to ensure informed participation. A personalized approach was employed to encourage the prompt and efficient completion and retrieval of questionnaires. Throughout the data-collection phase, strict adherence to ethical standards was observed. Confidentiality and anonymity of all participants were rigorously protected, and all data gathered were handled and stored with the utmost care to preserve respondent privacy and uphold the ethical integrity of the research process.

Data Analysis Procedure

In Part I of the instrument, the demographic characteristics of the employees in the Local Government Unit of Kalibo were analyzed using frequency counts and percentage distribution. This statistical approach provided a clear representation of the respondents' profile, including variables such as age, sex, civil status, educational attainment, monthly income, and length of service.

In Part II, the level of work performance among employees, specifically in the areas of job satisfaction, job commitment, job involvement, and job motivation, was assessed using the same descriptive statistical methods. Also, the factors affecting the status of work performance of employees in terms of promotions, capability building/training, work environment, and relationships with others. Frequency and percentage distributions were utilized to interpret the data, offering insights into the current performance status of the respondents based on the identified dimensions.

Table 1. Description of the level of work performance of Local Government Unit (LGU) employees

Ranges				Scale			Verbal Description
4.21 - 5.00				5			Strongly Agree
3.41 – 4.20				4			Agree
2.61 - 3.40				3			Neutral
1.81 - 2.60				2			Disagree
1.00 - 1.80				1			Strongly Disagree

By the statistical approach outlined by Wegner (2020), the data collected from Parts II and III of the research instruments, about the current status of employees' work performance and the factors influencing it, were analyzed using weighted mean computations. The grand weighted means of the identified variables were computed through Microsoft Excel and subsequently interpreted to draw meaningful conclusions regarding employee attitudes and performance. This analytical framework allowed for a more nuanced understanding of how these factors interact to shape overall employee effectiveness, in addition to providing a quantitative measure of the relationships between various factors and work performance. Also, to determine the significant relationship between the factors influencing and the current state of employee work performance in the Local Government Unit of Kalibo, Pearson's correlation was employed. This statistical test was conducted using SPSS version 1.0.0.1406(2021), with the level of significance set at 0.05. The resulting values were interpreted to confirm or reject the null hypothesis, which posited that no significant relationship exists between the variables under study.

Results and Discussions

Socio-Demographic of Respondents

A. Age

Table 2 below presents the socio-demographic profile of the Local Government Employees in the Municipality of Kalibo, Aklan, by age.

Table 2. Demographic Profile of the Respondents as to Age

Age	Frequency	Percentage
18-24	12	13.30
25-34	45	50.00
35-44	18	20.00
45-54	10	11.10
55 and above	5	5.60
T o t a l	90	100.00

Among the 90 individuals who participated in the survey, the largest proportion with 45 respondents or 50%, were within the 25 to 34 age brackets. Following this, 18 participants, or 20%, fell into the 35 to 44 age group. Meanwhile, 12 respondents, or 13.30%, were aged between 18 and 24. A smaller portion, comprising 10 individuals or 11.10%, was between the ages of 45 and 54. Lastly, the least represented category was those aged 55 and above, accounting for 5 respondents or 5.60% of the overall respondents.

This distribution suggests a relatively young workforce in the local government sector of Kalibo, which may influence the organizational culture, innovation potential, and the need for tailored career development programs. Concurring with Lopez & Hernandez (2021), the concentration of younger employees could also point to future challenges related to retention, succession planning, and experience gaps within the public sector.

B. Sex

Table 3 below presents the socio-demographic profile of the Local Government Employees in the Municipality of Kalibo, Aklan, by sex.

Table 3. Demographic Profile of the Respondents as to Sex

Sex	Frequency	Percentage
Female	65	72.20
Male	25	27.80
T o t a l	90	100.00

Of the total 90 respondents, 65 were identified as female, accounting for 72.20% of the sample, while the remaining 25 participants, or 27.80%, were male.

This indicates that the local government workforce in Kalibo is predominantly composed of women, highlighting a notable gender imbalance in favour of female employees. Such a growing presence of women in the public administration, particularly in the local government unit. Del Rosario and Bautista (2020) noted that female participation in governance and civil service roles has increased in recent years. While this trend suggests greater gender inclusivity and women's empowerment, it also raises the importance of ensuring the gender- sensitive policies are in place to support equitable representation, career growth and workplace conditions for all employees regardless of their gender.

C. Civil Status

Table 4 below presents the socio-demographic profile of the Local Government Employees in the Municipality of Kalibo, Aklan, as to civil status.

Table 4. Demographic Profile of the Respondents as to Civil Status

Civil Status	Frequency	Percentage
Single	64	71.10
Married	24	26.70
Widowed	2	2.20
T o t a l	90	100.00

Among the 90 participants, 64 individuals, representing 71.10%, reported being single. Meanwhile, 24 respondents (26.70%) indicated that they were married, and only 2 participants, or 2.20%, identified as widowed.

According to the data, the majority of the local government employees in Kalibo are predominantly single, with married and widowed people making up a substantially lesser percentage of the workplace. Santos & Villanueva (2020) explained that younger and single individuals often dominate entry-level positions in the public sector due to increasing opportunities in early employment in government service. This

demographic trend may also influence workplace forces at work, such as flexibility, mobility, and the demand for personal development programs. Understanding employees' civil status helps organizations design policies that support work-life balance and mental well-being.

D. Education

Table 5 below presents the socio-demographic profile of the Local Government Employees in the Municipality of Kalibo, Aklan, as to education.

Table 5. Demographic Profile of the Respondents as to Education

Education	Frequency	Percentage
High School Graduate	3	3.30
College Undergraduate	13	14.40
College Graduate	66	73.30
Post Graduate Studies	3	3.30
Technical/Vocational	5	5.70
T o t a l	90	100.00

Out of the 90 respondents, 66 respondents, or 73.30%, were college graduates, while 13 participants, or 14.40%, had some college education but had not yet earned a degree. 5 individuals (5.70%) had had completed vocational or technical training, while 3 participants, or 3.30%, reported having attained postgraduate degrees and the last 3 participants, or 3.30%, reported having attained postgraduate degrees. The data suggest that the local government workforce in Kalibo possesses a strong academic background, with the vast majority having attained at least a college degree. Alvarado (2021) emphasized that higher levels of educational attainment among public servants are closely connected with improved job competence, professionalism, and readiness for policy implementation. A well-educated workforce is essential in enhancing the efficiency, innovation, and service delivery of a local government unit. The presence of predominantly college-educated employees may therefore contribute to the effective execution of projects and programs and the pursuit of administrative reform within the local government unit. This also implies a favorable environment for upskilling and professional development, as more employees have the foundational knowledge necessary to adapt to a new system, technologies, and governance standards.

E. Salary

Table 6 below presents the socio-demographic profile of the Local Government Employees in the Municipality of Kalibo, Aklan, as to salary.

Table 6. Demographic Profile of the respondents as to Salary

Salary	Frequency	Percentage
Less than P10,000	58	64.40
P10,000 – P19,000	25	27.80
P20,000 – P29,000	1	1.10
P30,000 – P39,000	5	5.60
P40,000 and above	1	1.10

T o t a l	90	100.00
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Among the 90 respondents, a majority of 58 individuals (64.40%) reported earning less than ₱10,000 per month. Meanwhile, 25 participants, or 27.80%, indicated a monthly income between ₱10,000 and ₱19,000. While 5 individuals (5.60%) reported a salary in the ₱30,000 to ₱39,000 range, only 1 respondent (1.10%) earned between ₱20,000 and ₱29,000, and a single respondent (1.10%) reported receiving a monthly income exceeding ₱40,000.

These figures show that despite a relatively high level of educational attainment among the employees, as previously shown, many are receiving relatively low salaries. Ramirez (2019) pointed out that in the Philippine public sector, especially in the local government level, low salary grades often fail to match the qualifications and workloads of employees. This mismatch can affect job satisfaction, employee retention and overall motivation of the employees. Over time, this pay disparity may also discourage continuous professional development and deter highly skilled individuals from entering public service.

F. Length of Service

Table 7 below presents the socio-demographic profile of the Local Government Employees in the Municipality of Kalibo, Aklan, as to length of service.

Table 7. Demographic Profile of the respondents as to Length of Service

Length of Service	Frequency	Percentage
Less than 1 year	12	13.40
1- 5 Years	45	50.00
6 – 10 Years	13	14.40
11 – 15 Years	9	10.00
More than 15 Years	11	12.20
T o t a l	90	100.00

Out of the 90 respondents, 45 individuals, representing 50% of the sample, had been employed for a period ranging from 1 to 5 years. Thirteen participants (14.40%) reported having 6 to 10 years of work experience, while 12 respondents (13.40%) had been employed for less than a year. Additionally, 11 individuals, or 12.20%, had over 15 years of work experience, and 9 respondents (10%) indicated they had been working for 11 to 15 years.

This distribution suggests a balanced mix of both fresh and seasoned employees within the local government unit of Kalibo. Martinez and Reyes (2020) emphasized that a diverse range of tenures in public sector organizations contributes positively to organizational learning and continuity. Fresh employees often bring new ideas and adaptability, while seasoned staff contribute institutional knowledge, stability, and mentorship. Diversity in work experience can enhance teamwork and operational efficiency, provided that management develops collaboration and knowledge-sharing across generations of employees.

Status of Work Performance of Employees in the Local Government Unit (LGU)

A. Job Satisfaction

Table 8 below presents the status of work performance of employees in the local government unit of Kalibo, Aklan as to job satisfaction.

Table 8. Status of Work Performance of Local Government Employees of Kalibo, Aklan, as to Job Satisfaction

Indicators	Weighted Mean	Standard Deviation	Description
1. Compensation received reflects the value of the work performed.	4.14	.73	Agree
2. The current benefits package fully meets expectations.	3.82	.86	Agree
3. Colleagues contribute to a positive and supportive work environment.	4.23	.64	Strongly Agree
4. Communication within the organization functions effectively.	4.23	.62	Strongly Agree
5. Salary increases occur frequently.	3.72	1.02	Agree
Overall Weighted Mean & Description	4.03		Agree

The table presents an evaluation of job satisfaction of LGU Kalibo employees based on five key indicators, using weighted mean scores to identify respondents' responses. The overall average weighted mean is 4.03, with a rating of agree. Among the indicators, the highest ratings were given to “colleagues contribute to a positive and supportive work environment” and “communication within the organization functions effectively,” both receiving a weighted mean of 4.23 under strongly agree. The indicator “compensation received reflects the value of the work performed” obtained a mean score of 4.14, also interpreted as agree, with a standard deviation of 0.73. The items “the current benefits package fully meets expectations” and “salary increases occur frequently” received mean scores of 3.82 and 3.72, respectively. Both are still under the agreed category, but with lower scores.

The results suggest that while employees are generally content with their work, there is room for improvement in the financial and benefits aspects of their job satisfaction. There is also generally a favourable level of satisfaction among the respondents regarding their work conditions. It indicates a strong sense of collegiality and effective internal communication, which are critical factors in fostering a healthy and collaborative workplace. The results also show moderate satisfaction with compensation, suggesting that most employees perceive their pay as reasonably aligned with the efforts and responsibilities they assume. This result imitates to the study conducted by Inayat, W., & Jahanzeb Khan, M. (2021), which found that satisfied employees performed well as compared to dissatisfied ones, resulting in higher quality of work. Additionally, the lower ratings on benefits and salary adjustments indicate that while non-monetary factors such as relationships and communication are strong, financial aspects still require improvement. Addressing these areas could lead to even greater employee motivation and retention. It also emphasizes the importance of a balanced approach to employee satisfaction,

combining financial and non-financial incentives. These findings can help guide the local government unit of Kalibo in enhancing its human resource policies for better organizational outcomes.

B. Job Motivation

Table 9 below presents the Status of Work Performance of Local Government Employees of Kalibo, Aklan, as to Job Motivation.

Table 9. Status of Work Performance of Local Government Employees of Kalibo, Aklan, as to Job Motivation

Indicators	Weighted Mean	Standard Deviation	Description
1. Opportunities for promotion are attainable in the current position.	4.00	.83	Agree
2. Excellent performance is appropriately recognized and rewarded.	4.06	.78	Agree
3. Employees who perform well have a fair chance of being promoted.	3.86	.87	Agree
4. Contributions made are always fully acknowledged.	4.09	.70	Agree
5. Benefits are competitive with those offered by similar organizations.	3.99	.74	Agree
Overall Weighted Mean & Description	4.00	-	Agree

The table shows different indicators used to assess the level of job motivation among respondents, with all items evaluated using a weighted mean and corresponding standard deviations. The overall weighted mean is 4.00, falling within the agree category. The indicator “contributions made are always fully acknowledged” received the highest mean score with a value of 4.09 and a relatively low standard deviation of 0.70. The second highest-rated item is “excellent performance is appropriately recognized and rewarded,” which has a mean of 4.06 and a standard deviation of 0.78. “Opportunities for promotion are attainable in the current position” achieved a weighted mean of 4.00, next is “benefits are competitive with those offered by similar organizations,” followed closely with a mean of 3.99 and a standard deviation of 0.74. The lowest-rated item, “employees who perform well have a fair chance of being promoted,” received a mean of 3.86, with the highest standard deviation among the indicators (0.87), showing some variability in the employees' perception with regard to promotion.

The results suggest that most respondents feel recognized for their efforts, and there is a consistent perception across the group regarding acknowledgment of individual contributions. It also reflects a shared belief among respondents that the organization values high performance and provides appropriate recognition, an important factor for maintaining motivation. This perception supports long-term engagement and personal goal-setting among employees. This is in affirmation of the study of Jaurigue et al. (2020), that employee recognition boosts motivation and leads to employees showing exceptional job performance and a pleasant working attitude. However, the relatively lower scores and higher variability in responses regarding promotion indicate concerns about fairness and transparency in advancement opportunities. These concerns may hinder some employees' motivation if not addressed adequately.

Enhancing communication around promotion criteria and providing more structured career development pathways may improve these perceptions. Overall, fostering a strong motivation culture through recognition, fair reward systems, and attainable advancement can signify and enhance organizational performance.

C. Job Commitment

Table 10 below presents the Status of Work Performance of Local Government Employees of Kalibo, Aklan as to Job Commitment.

Table 10. Status of Work Performance of Local Government Employees of Kalibo, Aklan, as to Job Commitment

Indicators	Weighted Mean	Standard Deviation	Description
1. Tasks performed at work are enjoyable and fulfilling.	4.20	.56	Agree
2. The supervisor demonstrates strong competence in their role.	4.31	.61	Strongly Agree
3. Supervisory practices are perceived fairly	4.32	.60	Strongly Agree
4. Organizational goals are clearly stated.	4.33	.70	Strongly Agree
5. Certain rules and procedures can hinder effective job performance.	4.23	.82	Strongly Agree
Overall Weighted Mean & Description	4.28	-	Strongly Agree

The table presents the respondents' assessment of their commitment to their respective jobs, measured through five indicators. The Overall Weighted Mean is 4.28, with a descriptive rating of strongly agree. Among the indicators, the highest mean score was recorded for "organizational goals are clearly stated" at 4.33, with a standard deviation of 0.70. and the item "tasks performed at work are enjoyable and fulfilling" received a mean of 4.20 and the lowest standard deviation at 0.56, indicating a strong and consistent sentiment that employees find their work meaningful and satisfying.

This suggests that, as a whole, participants demonstrate a high level of commitment toward their work and organization. It implies that most respondents have a clear understanding of what their organization seeks to achieve, a factor that can strongly influence alignment with objectives and overall commitment. It reflects a high degree of confidence in leadership and fair management practices, both of which play crucial roles in reinforcing employee loyalty and job satisfaction. This supports the findings of the work of Loan, L.T.M. (2020), who concluded that organizational commitment has a positive effect on the employee's job performance. A committed employee tends to perform their work positively.

D. Job Involvement

Table 11 below presents the Status of Work Performance of Local Government Employees of Kalibo, Aklan, as to Job Involvement.

Table 11. Status of Work Performance of Local Government Employees of Kalibo, Aklan, as to Job Involvement

(Indicators)	Weighted Mean	Standard Deviation	Description
1. Increased workload sometimes results from colleagues' lack of competence.	3.90	.70	Agree
2. Work responsibilities provide the employee with a sense of satisfaction and enjoyment.	4.17	.64	Agree
3. Employee is interested in the work they do.	4.18	.70	Agree
4. Employee often does more than what is expected.	4.24	.61	Strongly Agree
5. The Employee focuses and active in their daily task.	4.13	.52	Agree
Overall Weighted Mean & Description	4.12		Agree

The presented data offers insight into the level of job involvement among employees, as reflected by the mean scores and corresponding interpretations for each indicator. Overall, the weighted mean of 4.12 suggests a generally high degree of involvement in work-related tasks, which is interpreted as agree according to the scale used in the survey.

Indicator 4, “employee often does more than what is expected,” received the highest mean score of 4.24 with a relatively low standard deviation of 0.61. Similarly, Indicators 2 and 3, highlighting work satisfaction and personal interest in tasks, also achieved high mean scores of 4.17 and 4.18, respectively. The item regarding employee focus and activity (Indicator 5) received a mean score of 4.13, with the lowest standard deviation (0.52), while still receiving an agree rating. Indicator 1, “increased workload sometimes results from colleagues’ lack of competence,” scored the lowest at 3.90.

These results reinforce the notion that employees find their responsibilities both engaging and fulfilling, indicating both a high level of agreement and consistency in responses. This points to a shared perception among employees of being consistently active and attentive to their roles, indicating a strong consensus among respondents, an indication of high intrinsic motivation and organizational commitment. It also may reflect a source of strain within teams, potentially undermining job satisfaction or collaboration. Relating to Jasineko & Steuber (2022), who noted that employees having involvement within the organization perform beyond their job description, driven by a strong sense of purpose and organizational attachment. This high level of involvement may, however, increase the risk of burnout if not balanced with adequate support systems and recognition.

Factors Affecting the Work Performance of Employees in the Local Government Unit of Kalibo, Aklan

A. Promotion

Table 12 below presents the factors affecting the work performance of employees in the local government unit of Kalibo, Aklan as to promotion.

Table 12. Factors Affecting the Work Performance of Employees in the Local Government Unit of Kalibo, Aklan as to Promotion

Promotion	Weighted Mean	Standard Deviation	Description
1. Efforts are always rewarded properly.	3.84	.83	Agree
2. Employee believes good performance helps them get promoted.	4.08	.64	Agree
3. Employee feels motivated to work harder when promotion is possible.	4.21	.70	Strongly Agree
4. Promotion is based on merit, seniority, and fitness.	3.92	.77	Agree
5. Employee believes that promotions are given fairly.	3.86	.86	Agree
Overall Weighted Mean & Description	3.98	-	Agree

The table presents a summary of employee perceptions on the promotion practices within the Local Government Unit (LGU) of Kalibo, Aklan. With an overall weighted mean of 3.98. Among the five indicators, the highest-rated item was “employee feels motivated to work harder when promotion is possible”, with a mean score of 4.21 and falls under the descriptive rating of strongly agree. In contrast, the lowest mean score was found in the item “efforts are always rewarded properly,” which received a mean of 3.84. with the descriptive rating of agree.

The data reflect a general agreement among respondents that promotional opportunities and policies are moderately favorable. While not achieving the highest possible levels of satisfaction, the ratings suggest a positive, though cautious, perception of the fairness and transparency of the promotion system. This suggests that the presence of clear advancement opportunities can significantly enhance motivation and drive among employees. The result underscores the critical role that perceived mobility within the organization plays in influencing individual performance. This finding supports the idea of Castillo and Mendoza (2019) that employees are more likely to exert effort when performance outcomes are tied to tangible rewards such as career progression and attainable opportunities for advancement.

B. Capability Building

Table 13 below presents factors affecting work performance of employees in the local government unit of Kalibo, Aklan as to capability building.

Table 13. Factors Affecting the Work Performance of Employees in the Local Government Unit of Kalibo, Aklan as to Capability Building

CAPABILITY BUILDING	Weighted Mean	Standard Deviation	Description
1. Staff members take pride in doing their jobs.	4.17	.64	Agree
2. Work assignments are clearly explained.	4.37	.69	Strongly Agree
3. LGU provides updated training to its employees.	4.31	.70	Strongly Agree

4. LGU implements equal participation of employees in capability training regardless of status and position.	4.14	.79	Agree
5. LGU supports employee training both emotionally and financially.	4.21	.71	Strongly Agree
Overall Weighted Mean & Description	4.23	-	Strongly Agree

The data collected reflects employee perceptions of interpersonal relationships within the organization, focusing on teamwork, collegial support, supervisory rapport, and conflict levels. The overall weighted mean of 4.12 is categorized as agree. The highest-rated indicator, “employees work together as a team to reach shared goals,” received a mean score of 4.31, interpreted as strongly agree. The lowest-rated item in the set, “there is not much conflict and arguing among staff,” received a mean of 3.88, falling within the agree category.

This suggests that while relationships are largely healthy and constructive, there remains room for improvement in fostering even more collaborative and supportive interactions. The result emphasizes the strength of team dynamics within the organization. Ratings also suggest that strong teamwork and supportive supervisors contribute to better performance, engagement, and problem-solving. This points to the study of Gonzalez et al (2020), who emphasized that strong interpersonal dynamics are positively connected to employee satisfaction. When employees perceive that their learning and growth are supported, they are more likely to feel valued and motivated to contribute meaningfully.

Significant Relationship Between the Status of Work Performance and Factors Affecting Work Performance

Table 14 below presents the significant relationship between the employees' status of work performance and the factors affecting work performance in the Local Government Unit of Kalibo, Aklan

Table 14. Significant Relationship on Status of Work Performance and Factors Affecting Work Performance

Problem Statement	n	Pearson Value	Verbal Interpretation	Level of Significance	Decision
Relationship between the status of performance and factors affecting the work performance of employees	90	0.327	Not Significant	0.051	Accept Null Hypothesis

The table presents the results of a correlation analysis conducted to examine the relationship between the status of work performance and the various factors affecting performance among 90 respondents. The Pearson correlation coefficient is reported as 0.327, with a significance level (alpha) set at 0.05. This

outcome suggests that there is no statistically significant relationship between the status of work performance and the combined set of factors considered in this study.

Proposed Organizational Policy Enhancement as An Outcome of the Study

Based on the data gathered, several policy enhancements can be recommended for the Local Government Unit (LGU) of Kalibo to improve employee performance and satisfaction. Since most of the employees are young, single, female, and college-level, policies should focus on career growth, flexible work options, and gender-equal opportunities for promotion and training. Despite the high education level, they still receive low salaries. This calls for a review of pay structures and the addition of rewards or recognition programs to keep staff motivated. The mixture of new and seasoned employees also shows the need for mentorship and skills development training. Employees report good communication, teamwork, and support from coworkers and supervisors. These strengths can be maintained through formal recognition programs and regular feedback, but some employees feel that the workload is not fairly distributed and that promotion policies are not transparent. Addressing these concerns will help prevent burnout and increase trust in management. Promoting open communication, fair treatment, and inclusive opportunities can create a more positive and empowering work environment.

Conclusions

Based on the findings of the study, it can be concluded that the Local Government Unit (LGU) of Kalibo demonstrates a strong foundation in improving a committed and involved workforce. To sustain and further enhance employee performance, targeted efforts to refine promotion practices, strengthen motivational strategies, and address concerns related to compensation and peer contributions are recommended. Continued investment in capability-building and nurturing a collaborative work environment will remain essential for maintaining high levels of employee engagement and organizational effectiveness.

The study further reveals that the overall work performance of employees in the Local Government Unit (LGU) of Kalibo is generally favourable with strong job commitment; however, a comparatively low motivation level suggests that there is a need for enhancement of motivational strategies to sustain and improve performance. The employee performance in the public sector is affected by training, teamwork, and the workplace system. Most employees have a positive view of their work and growth opportunities, but some areas still need improvement. Improving these can help increase motivation and productivity. Supporting employee needs and building a healthy work environment are important for better service and results.

Moreover, the findings show that there is no significant relationship between the status of work performance and the various factors affecting performance among 90 respondents who are all employees of the Local Government Unit (LGU) of Kalibo, Aklan. Despite this, the study highlights that organizational policy enhancements can significantly improve employee performance and satisfaction in the Local Government Unit of Kalibo. One important area for improvement is the establishment of a transparent, merit-based promotion system, workload management, and capability and development access to all employees regardless of employment status.

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