



FACTORS INFLUENCING JOB PERFORMANCE AMONG EMPLOYEES OF THE NATIONAL IRRIGATION ADMINISTRATION (NIA) REGION IV: BASIS FOR INTERVENTION ENHANCEMENT FORMULATION

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ABSTRACT

This study aimed to determine and assess the factors influencing job performance among the National Irrigation Administration (NIA) Region IV-A (CALABARZON) employees. A total of sixty (60) employees from the different Field Offices of NIA Region IV-A (CALABARZON) were surveyed using a self-determined questionnaire. By analyzing various variables, the researcher aims to identify the critical areas for intervention and enhancement. The study entails determining the factors that influence the employees' job performance, such as work motivation, satisfaction, organizational culture, leadership style, and physical work environment. The study used a mixed method using qualitative and quantitative approaches and statistical tools such as mean, standard deviation, One-way ANOVA and Pearson's correlation coefficient to analyze the data gathered.

Based on the results, the relationship between the demographic profile of the respondents and the level of performance of the employees of NIA Region IV-A has no significant effect on job performance. On the other hand, the results on the relationship of the influential factors of work motivation, work satisfaction, leadership style, organizational culture, and physical work environment significantly affect the employees' work quality, work productivity, and managerial efficiency, which implies job performance.

Thus, it is recommended that the National Irrigation Administration (NIA) Region IV-A (CALABARZON) review and assess the factors that affect the employees' job performance. The influential factors such as the incentives, the workload distribution, the physical environment, and the organizational culture may delve deeper into the possible enhancement of the interventions for employees to be more motivated and satisfied in the organization and produce a better work output and job performance. This study provides valuable insights for NIA Region IV-A (CALABARZON) in intensifying their employees' job performance through the development of the influential factors that impact job performance.

KEYWORDS: NIA Region IV-A (CALABARZON), Job Performance, Influential Factors

INTRODUCTION

Organizations constantly seek ways to enhance performance and gain a competitive edge in the competitive and changing business environment. Numerous factors influence the success of an organization; one of the most critical is the performance of its employees. Job performance encompasses various dimensions, such as productivity, quality of work, efficiency, and overall job satisfaction. The effectiveness and efficiency of an organization heavily rely on the employees' performance in delivering their services. Therefore, to compete in the global market and achieve organizational goals, the organization should do more for an employee than the job requires, which could lead to higher job performance, as stated by Munisamy, S. (2013).

Understanding the factors that influence job performance is paramount for employers and employees. For employers, improved job performance leads to increased productivity, higher customer satisfaction, and greater profitability. On the other hand, employees who exhibit high job performance are more likely to experience job satisfaction, career advancement, and financial rewards.

Numerous studies have been conducted to explore the factors influencing job performance, and it has been found that a combination of individual, organizational, and environmental factors plays a significant role in shaping employee performance. Personal factors include the employee's Age, length of service, job position, and job status. Organizational factors encompass leadership style and organizational culture, while environmental factors involve the physical work environment.

Extensive research shows a need to delve deeper into the specific factors that affect job performance. This study seeks to expand current understanding by conducting a thorough analysis of the factors that influence the job performance of National Irrigation Administration (NIA) Region IV-A (CALABARZON) employees.

The research objectives of this study are to identify and examine the individual, organization, and environmental factors that influence job performance, to understand the interrelationships between these factors, and to be a basis for developing interventions to enhance job performance and create a conducive work environment.



By understanding the factors that influence job performance, the organization can implement effective strategies to optimize employee performance, improve job satisfaction, and ultimately achieve their organizational goals. Furthermore, this research will provide valuable insights for employees to enhance their job performance and career development. This research aims to clarify job performance's intricate and varied nature and offer useful recommendations for both employers and employees.

By examining the variables that significantly impact job performance, this study will add to the body of information already in existence and lay the groundwork for further research in this area.

MATERIALS AND METHODS

The research design for this study will involve a mixed-methods approach, combining qualitative and quantitative methods to gain a comprehensive understanding of the factors influencing job performance. By employing a mixed-methods approach, this research design will provide a holistic understanding of the factors influencing job performance, combining statistical analysis of quantitative and qualitative data. This approach will enhance the validity and reliability of the findings and provide a rich and nuanced understanding of the complex dynamics involved in job performance.

The population for this study will consist of employees from the Regional and Field Offices of NIA Region IV-A

(CALABARZON). It will include individuals from the Engineering and Operations Division and Administrative and Finance Division with various job roles, levels of experience, and job status. The size of the population will depend on the scope and resources available for the study.

A research instrument to collect data is needed to conduct the study on the factors influencing employees' job performance. A mixed questionnaire and interview for the population will be used as the research instrument. Developing a questionnaire to gather self-reported data from the employees will include items related to job performance and the factors that may influence it. A Likert scale questionnaire (5-Strongly Disagree; 4-Disagree; 3-Neither Agree nor Disagree; 2-Agree; 1-Strongly Agree) will be used to measure the extent to which employees perceive the influence of various factors on their job performance. Also, an interview with the respondents will be conducted to gather in-depth qualitative data. It can provide a deeper understanding of job performance factors and allow employees to provide detailed insights and examples.

These research instruments will be aligned with the research objectives, questions, and data collection needs. It will also ensure that the instruments have been validated and are reliable to ensure the accuracy and validity of the collected data.

RESULTS AND DISCUSSION

Demographic Profile of the Respondents

Table 1. Age

Age Group	Frequency	Percentage
22-25	6	10.34
26-29	25	43.10
30-33	8	13.79
34-37	10	17.24
38-41	6	10.34
42-45	2	3.45
46-49	1	1.72
Total	58	100.00

Note: Two respondents did not provide their Age

As reflected in the table above, 25 out of 60 respondents were mainly 26-29 years old, which is 43% of the respondents. Most respondents are in their middle to late twenties, which may

imply that they are establishing their careers, navigating career experiences, and having a clearer sense of self.

Table 2. Gender

Gender	Frequency	Percentage
Male	34	56.67%
Female	26	43.33%
TOTAL	60	100%

The table above shows that 57% of the respondents are female. It suggests a slightly higher representation of female employees in NIA Region IVA (CALABARZON).



Table 3. Educational Attainment

Educational Attainment	Frequency	Percentage
High School Graduate	1	1.67%
College Graduate	55	91.67%
Master’s Degree	3	5.00%
Doctorate Degree	1	1.67%
TOTAL	60	100%

The findings of Table 3 show that out of the 60 respondents among the employees of NIA Region – IVA (CALABARZON), 55 or 91.67% of the respondents participated in the research. It

means that college graduates are the most common employees of NIA Region IV-A (CALABARZON).

Table 4. Length of Service

Length Of Service	Frequency	Percentage
One month – 5 years	30	50.00%
6 – 10 years	19	31.67%
11 – 15 years	10	16.67%
21 years – higher	1	1.67%
TOTAL	60	100%

Table 4 displays the distribution of the respondents in terms of the length of service. The largest group of employees have a length of service ranging from 1 month to 5 years, comprising 50% of the population. It implies that most employees are

relatively young in their profession because of the shorter length of service.

Table 5. Employment Status

Employment Status	Frequency	Percentage
Casual	42	70.00%
Permanent	15	25.00%
Job Order	2	3.33%
Contract of Service	1	1.67%
TOTAL	60	100%

Based on the data shown in Table 5, the majority of the respondents are classified as casual workers, which is 70%.

Various other employment statuses indicate various employment arrangements within the organization.

Table 6. Employment Position

Employment Position	Frequency	Percentage
Engineering and Technical	38	67.86%
Administrative and Support	18	32.14%
TOTAL	56	100%

Note: Four respondents did not provide employment position

Based on the data shown in Table 5, the majority of the respondents are classified as casual workers, which is 70%.

Various other employment statuses indicate various employment arrangements within the organization.

Table 7. Status of the influential factors in terms of Work Motivation

Statement	Weighted Mean (WM)	SD	Verbal Interpretation
1. The incentives provided by the organization are satisfying.	2.15	1.13	Agree
2. Encouragement from the organization is experienced to develop new and better ideas for improving work output.	2.53	1.17	Agree
1. The work output is recognized by the organization, which becomes an inspiration for doing excellent work.	2.53	1.05	Agree
2. The job duties and responsibilities given are exciting.	2.44	1.07	Agree
COMPOSITE MEAN	2.42		



Overall, the high mean score of 2.53 indicates that Organizational support and acknowledgment of their accomplishments should be strengthened to increase employees' motivation. Employees find the work incentive to be fulfilling as well. A study by M.C. Manalo et al. (2021) focused on the motivational factors and their impact on the job

performance of non-academic staff in a university. It showed a positive and significant relationship between the motivational factors. Hence, this study shows that the influential factors identified in the study affect the job performance among the employees of NIA Region – IV-A (CALABARZON).

Table 8. Status of the influential factors in terms of Work Satisfaction

Statement	Mean	SD	Verbal Interpretation
5. The task given is a fulfilment to carry out the responsibility.	2.38	1.11	High
6. The work output done is meaningful and valued.	2.45	1.14	High
7. The workload is reasonable.	2.65	0.97	Moderate
8. The distribution of work is satisfying.	2.71	1.07	Moderate
9. The match between the job description and the current roles is satisfactory.	2.67	1.05	Moderate
COMPOSITE MEAN	2.57		High

Job satisfaction refers to a worker's positive feelings and attitude towards their job based on the evaluation of job characteristics (A. Askolani et al., 2019). The data presented provides that with a composite mean of 2.57, the employees

generally agree with satisfaction at work. However, with a mean of 2.71, the distribution of work could be improved to enhance overall employee satisfaction and productivity.

Table 9. Status of the influential factors in terms of Leadership Style

Statement	Mean	SD	Verbal Interpretation
10. Management involves the opinions and suggestions of the employees when making decisions.	2.47	1.22	Good
11. The management gives orders and procedures.	2.28	1.08	Good
12. The management directs most of the activities with minimal employee input.	2.55	0.91	Good
13. Management gives the employees the authority to make decisions and makes them accountable for their decisions.			
14. The management spends time to mentor and teach his subordinates.	2.57	1.01	Good
15. The management makes the decisions that promote the organization's performance and productivity.	2.33	0.99	Good
COMPOSITE MEAN	2.47		Good

The data presented in Table 9 reveals the status of influential factors related to leadership style among employees of NIA – Region IV-A (CALABARZON). Overall, the findings suggest a generally positive perception of the organization's leadership style, with a Composite Mean of 2.47. Employees perceive management to give orders and procedures, $WM = 2.28$, $SD = 1.08$, and to make decisions

that promote the organization's performance and productivity, $WM = 2.33$, $SD = 0.99$. According to J.Y. Akparep et. Al (2019), leadership is crucial for improving organizational performance. Hence, the influential factors mentioned in the questionnaire about leadership style could be examined for a more productive and efficient job performance.

Table 10. Status of the influential factors in terms of Organizational Culture

Statement	Mean	SD	Verbal Interpretation
16. The organization set forth a standard that employees followed the same.	2.33	0.97	Good
17. Sharing thoughts and ideas with peers and team leaders is comfortable.	2.55	1.10	Good
18. A healthy work-life balance is being maintained in the current role.	2.63	1.09	Average
19. The organization values the contributions of the work output.	2.45	1.00	Good
20. When problems arise, the organization and the employees work hand in hand to solve issues.	2.27	1.12	Good
COMPOSITE MEAN	2.45		Good



Nneji et. Al (2021), for an organization's culture to contribute to or enhance performance, it must be strong and possess distinctive traits. As shown in the results of Table 10, NIA – Region IV-A (CALABARZON) exhibits a positive organizational culture, with a Composite Mean of 2.45. It suggests that employees perceive an organization where employees work together to solve issues, $WM = 2.27$, $SD =$

1.12, and where standards are set forth and followed by employees, $WM = 2.33$, $SD = 0.97$. However, the assessment of maintaining a healthy work-life balance in the current role is not as high as in the previous statements, $WM = 2.63$, $SD = 1.09$. These factors can be used to strengthen and enhance job performance.

Table 11. Status of the influential factors in terms of Physical Work Environment

Statement	Mean	SD	Verbal Interpretation
21. The design and layout of the workspace is satisfying.	2.38	1.11	Good
22. The workplace is free from any noise disturbances. That affects concentration/productivity.	2.30	1.05	Good
23. There is sufficient storage space for personal belongings and work materials.	2.47	1.08	Good
24. The supply of materials needed for work is enough.	2.48	1.11	Good
25. The space to move and work around is sufficient.	2.38	1.14	Good
COMPOSITE MEAN	2.40		Good

A. Alemu (2022) aimed to assess the impact of workplace environmental factors on employee performance. The findings indicated a significant relationship between the employees' performance at Wollo University and their workplace environment factors, with a 5% significance level.

The results presented in Table 11 indicate that employees in NIA – Region IV-A (CALABARZON) perceive their physical work environment positively, with a Composite Mean of 2.40. suggests that overall, the physical work environment is considered good. Specifically, employees observed a workplace free from noise disturbances affecting concentration and productivity, $WM = 2.30$, $SD = 1.05$.

Table 12. Status of the Influential Factors in terms of Work Quality

Statement	Mean	SD	Verbal Interpretation
1. The necessary resources and tools are used to complete the work tasks effectively.	2.37	1.06	Good
2. The expected quantity of work that can be produced in a given timeframe is carried out.	2.48	0.95	Good
3. The expectations and requirements of the role are met or exceeded.	2.53	1.10	Good
4. areas in the work output could be improved.	2.39	1.20	Good
5. Achieving the needed result of the work output is observed.	2.38	1.06	Good
COMPOSITE MEAN	2.44		Good

The status of job performance of NIA – Region IV-A (CALABARZON) employees in terms of work quality is presented in Table 12. Overall, the employees demonstrate good work quality, as indicated by a Composite Mean of 2.44. Employees perceive that the necessary resources and tools are

used to complete their work tasks effectively, $WM = 2.37$, $SD = 1.06$. They are achieving the needed result of the work output, $WM = 2.38$, $SD = 1.06$ and recognize areas where improvements in work output are possible, $WM = 2.39$, $SD = 1.20$.

Table 13. Status of the Influential Factors in terms of Work Productivity

Statement	Mean	SD	Verbal Interpretation
6. The deadlines for the work tasks are consistently being met.	2.35	0.94	Good
7. There are no distractions or interruptions that affect focus and productivity.	2.73	1.01	Average
8. Prioritization is being set to finish assigned tasks.	2.38	1.17	Good
9. Collaboration with others was very productive.	2.37	1.26	Good
10. Effective time management practices or techniques are practised to enhance productivity.			Good
COMPOSITE MEAN	2.32	1.10	Good



Referring to Table 13, NIA – Region IV-A (CALABARZON) employees demonstrate good work productivity, with a Composite Mean of 2.43. They exhibit effective time management practices or techniques to enhance productivity, $WM = 2.32$, $SD = 1.10$. However, their productivity is moderately affected by distractions or

interruptions that hinder focus and productivity, $WM = 2.73$, $SD = 1.01$.

Effective time management practices indicate a positive approach to enhancing productivity. However, distractions or interruptions suggest that measures should be taken to minimize these factors.

Table 14. Status of the Influential Factors in terms of Organizational Efficiency

Statement	Mean	SD	Verbal Interpretation
11. The organizational goals and objectives are communicated to me.	2.32	1.17	Good
12. Efficient communication channels in place to facilitate smooth information flow within the organization.	2.40	1.12	Good
13. The roles and responsibilities assigned are clear to avoid duplication of efforts and ensure efficiency.	2.37	1.06	Good
14. A system is in place to prioritize tasks based on importance and urgency.	2.43	1.17	Good
15. There are regular performance evaluations or assessments to identify and address the inefficiencies or areas for improvement.	2.27	1.13	Good
COMPOSITE MEAN	2.36		Good

The results presented in Table 14 depict the status of job performance among employees of NIA – Region IV-A (CALABARZON), specifically in terms of organizational efficiency. A composite mean of 2.36 suggests a generally good level of managerial efficiency within the organization. It is notably reflected in regular performance evaluations or

assessments to identify and address inefficiencies or areas for improvement, $WM = 2.27$, $SD = 1.13$. However, assessing a system prioritizing tasks based on importance and urgency, $WM = 2.43$, $SD = 1.17$, does not reflect as positively as the performance evaluations.

Table 15. The difference in the NIA – Region IV-A (CALABARZON) employees' job performance when grouped according to Age

	Age	Mean	χ^2	p-value	Decision on Ho	Interpretation
Work Quality	22-25	2.73	4.611	0.203	Fail to reject Ho	Not Significant
	26-29	2.19				
	30-33	2.28				
	34-37	2.73				
	38-41	2.73				
	42-45	2.10				
Work Productivity	46-49	2.60	3.224	0.358	Fail to reject Ho	Not Significant
	22-25	2.50				
	26-29	2.17				
	30-33	2.25				
	34-37	2.64				
	38-41	2.77				
Organizational Efficiency	42-45	2.40	6.415	0.093	Fail to reject Ho	Not Significant
	46-49	2.80				
	22-25	2.43				
	26-29	2.10				
	30-33	2.10				
	34-37	2.70				
	38-41	2.70				
	42-45	2.00				
	46-49	2.60				



Based on the results presented in Table 15, there is no significant difference in the job performance of NIA – Region IV-A (CALABARZON) employees when grouped according to their Age, as indicated by p-values greater than 0.05. It suggests that employees' job performance remains consistent regardless of their Age. It appears that employees demonstrate a consistent level of job performance in terms of work quality, work productivity, and organizational efficiency, irrespective

of Age. Therefore, Age may not significantly influence their consistent job performance across these dimensions.

Table 16. Assumptions of Normality for the Analysis of the Difference in the NIA – Region – IV-A (CALABARZON) employees' job performance when grouped according to Gender

	Gender	Mean	Mann-Whitney U Statistic	p-value	Decision on Ho	Interpretation
Work Quality	Male	2.40	406	0.774	Fail to reject Ho	Not Significant
	Female	2.49				
Work Productivity	Male	2.42	432.5	0.893	Fail to reject Ho	Not Significant
	Female	2.45				
Organizational Efficiency	Male	2.32	422	0.769	Fail to reject Ho	Not Significant
	Female	2.40				

According to the results presented in Table 16, there is no significant difference in the job performance of NIA – Region IV-A (CALABARZON) employees when grouped according to their sex, as evidenced by p-values greater than 0.05. It suggests that employees' job performance remains consistent regardless of their Gender. Employees demonstrate consistent

job performance regarding work quality, productivity, and organizational efficiency, irrespective of sex. It suggests that the employees' sex may not be a factor in their consistent job performance regarding work quality, productivity, and organizational efficiency.

Table 17. Difference in the NIA – Region 4A, Pila, Laguna employees' job performance when grouped according to Highest Educational Attainment

	Highest Educational Attainment	Mean	χ^2	p-value	Decision on Ho	Interpretation
Work Quality	High School Graduate	2.60	1.266	0.747	Fail to reject Ho	Not Significant
	College Graduate	2.47				
	Master's Degree	1.80				
	Doctorate Degree	2.00				
Work Productivity	High School Graduate	2.40	2.630	0.452	Fail to reject Ho	Not Significant
	College Graduate	2.47				
	Master's Degree	1.73				
	Doctorate Degree	2.40				
Organizational Efficiency	High School Graduate	2.80	2.558	0.465	Fail to reject Ho	Not Significant
	College Graduate	2.36				
	Master's Degree	1.80				
	Doctorate Degree	3.20				

Based on the results presented in Table 17, there is no significant difference in the job performance of NIA – Region IV-A (CALABARZON) employees when grouped according to their highest educational attainment, as evidenced by p-values greater than 0.05. It says that employees' job performance remains consistent regardless of their level of

education. It appears that employees demonstrate a consistent level of job performance in terms of work quality, productivity, and organizational efficiency, irrespective of their educational background.



Table 18. Difference in the NIA – Region 4A, Pila, Laguna employees’ job performance when grouped according to Length of Service

	Length of Service	Mean	χ^2	p-value	Decision on Ho	Interpretation
Work Quality	One month - 5 years	2.46	1.266	0.747	Fail to reject Ho	Not Significant
	6 - 10 years	2.38				
	11 - 15 years 21 years or higher	2.47 2.60				
Work Productivity	One month - 5 years	2.35	2.017	0.569	Fail to reject Ho	Not Significant
	6 - 10 years	2.39				
	11 - 15 years 21 years or higher	2.70 2.80				
Organizational Efficiency	One month - 5 years	2.39	1.102	0.778	Fail to reject Ho	Not Significant
	6 - 10 years	2.24				
	11 - 15 years 21 years or higher	2.44 2.60				

According to the results shown in Table 18, there is no significant difference in the job performance of NIA – Region IV-A (CALABARZON) employees when grouped according to their length of service, as indicated by p-values greater than 0.05. Implies that employees' job performance is the same

regardless of service length. It appeared that the employees showed a consistent level of job performance in terms of work quality, work productivity and organizational efficiency, irrespective of their tenure in the organization.

Table 19. Difference in the NIA – Region 4A, Pila, Laguna employees’ job performance when grouped according to Employment Status

	Employment Status	Mean	χ^2	p-value	Decision on Ho	Interpretation
Work Quality	Casual	2.21	11.204	0.082	Fail to reject Ho	Not Significant
	Permanent	2.55				
	Job Order	4.00				
	Contract of service	3.80				
Work Productivity	Permanent	2.66	11.436	0.076	Fail to reject Ho	Not Significant
	Job Order	3.50				
	Contract of service	3.60				
	Casual	2.15				
Organizational Efficiency	Permanent	2.45	10.247	0.115	Fail to reject Ho	Not Significant
	Job Order	3.80				
	Contract of service	4.00				
	Casual	2.15				

According to the results shown in Table 19, there is no significant difference in the job performance of NIA – Region IV - A (CALABARZON) employees when grouped according to their employment status, as indicated by p-values greater than 0.05. It suggests that employees' job performance remains consistent regardless of employment status.

In NIA – Region IV-A (CALABRZON), the job performance of its employees does not vary significantly based on employment status. It suggests that factors influencing job performance may not be strongly connected to whether an employee is permanent, contractual, or casual. As a result, management may need to focus on implementing programs to improve overall job performance for all employees, irrespective of their employment status.



Table 20. Difference in the NIA – Region 4A, Pila, Laguna employees’ job performance when grouped according to Employment Position

	Employment Position	Mean	χ^2	p-value	Decision on Ho	Interpretation
Work Quality	Engineering and Technical	2.40	0.283	0.963	Fail to reject Ho	Not Significant
	Administrative and Support	2.60				
Work Productivity	Engineering and Technical	2.37	0.448	0.930	Fail to reject Ho	Not Significant
	Administrative and Support	2.80				
Organizational Efficiency	Engineering and Technical	2.28	0.396	0.941	Fail to reject Ho	Not Significant
	Administrative and Support	2.50				

In Table 20, which presents the analysis of the difference in job performance among employees of NIA – Region IV-A (CALABARZON) Laguna when grouped according to their employment position, the results indicate that there is no significant difference in job performance based on job position, with p-values greater than 0.05. Suggests that employees' job performance in NIA – Region IV-A (CALABARZON) remains

consistent regardless of their position.

Overall, the analysis revealed that job performance among employees of NIA – Region IV-A (CALABARZON) remained consistent across various demographic and employment-related factors. It suggests that factors other than those analyzed may significantly impact job performance within the organization.

Table 21. Relationship between Influential Factors and Job Performance of Employees of NIA – Region IV-A (CALABARZON)

Job Performance	Influential Factors	Statistic	p-value	Decision on Ho	Interpretation	
Work Quality	Work Motivation	Pearson's r	0.875	< .00001	Reject Ho	Significant
	Work Satisfaction	Spearman's rho	0.747	< .00001	Reject Ho	Significant
	Leadership Style	Spearman's rho	0.788	< .00001	Reject Ho	Significant
	Organizational Culture	Spearman's rho	0.854	< .00001	Reject Ho	Significant
	Physical Work Environment	Pearson's r	0.760	< .00001	Reject Ho	Significant
	Work Productivity	Work Motivation	Spearman's rho	0.835	< .00001	Reject Ho
Work Satisfaction		Pearson's r	0.8355	< .00001	Reject Ho	Significant
Leadership Style		Pearson's r	0.885	< .00001	Reject Ho	Significant
Organizational Culture		Pearson's r	0.8995	< .00001	Reject Ho	Significant
Physical Work Environment		Spearman's rho	0.827	< .00001	Reject Ho	Significant
Organizational Efficiency		Work Motivation	Pearson's r	0.850	< .00001	Reject Ho
	Work Satisfaction	Spearman's rho	0.744	< .00001	Reject Ho	Significant
	Leadership Style	Pearson's r	0.891	< .00001	Reject Ho	Significant
	Organizational Culture	Pearson's r	0.903	< .00001	Reject Ho	Significant
	Physical Work Environment	Spearman's rho	0.785	< .00001	Reject Ho	Significant



The relationship between influential factors and employees' job performance in NIA – Region IV-A (CALABARZON) is presented in Table 21. According to the results displayed in the table, a positive and significant relationship exists between the influential factors and the job performance of employees in NIA – Region IV-A (CALABARZON). The strength of these critical relationships ranges from strong to very strong. These findings suggest that enhancements of influential factors such as work motivation, work satisfaction, leadership style, organizational culture, and physical work environment would lead to improvements in job performance, specifically in terms of work quality, work productivity, and organizational efficiency among employees in NIA – Region IV-A (CALABARZON).

CONCLUSIONS

In conclusion, a combination of motivation, satisfaction, leadership, culture, and environment contributes to the employee's and organization's overall job performance. Organizations prioritizing these factors tend to have more successful and productive teams. Work motivation, satisfaction, leadership style, organizational culture, and physical work environment significantly influence organizational efficiency. Motivated employees tend to be more productive and efficient. When intrinsic or extrinsic factors drive individuals, they channel their energy toward tasks, leading to streamlined processes and improved overall efficiency. Satisfied employees contribute to organizational efficiency. A study that provided evidence in favour of this research found that job satisfaction significantly and positively affects employee performance. Lastly, a good and considerable impact on employee performance is simultaneously had by leadership style, work motivation, and job satisfaction (Rismayadi, B. (2024)).

RECOMMENDATIONS

The results suggest that as part of the influential factor in work motivation, the encouragement and recognition by the organization to the employees can be enhanced to boost better work output and performance. Also, the recognition of the work output done by the employees can be reviewed and enhanced to improve job performance. For work motivation, leaders must seek to understand employees' intrinsic and extrinsic motivation. Recognition, rewards, and career growth must be considered. Also, clearly defining the goals as individuals and as an organization may help enhance job performance. Employees perform better when they know what's expected of them.

By implementing these recommendations, the organization and its employees can contribute to improving and upholding high standards of employee development and job performance. A holistic approach that combines these elements contributes to sustained job performance and employee satisfaction.

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