Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2026): 8.748 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 13 | Issue: 10 | October 2026 -Peer-Reviewed Journal

INVESTIGATING MOTIVATION AND PERFORMANCE IN RURAL ELECTRIC COOPERATIVES: A PROPOSED DEVELOPMENT PLAN

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ABSTRACT

Motivation is a very crucial aspect that significantly affects organizational performance particularly in field of rural electric cooperative seeking to strengthen, sustain, and surpass the current standing of organization. This study aimed to analyze the correlation of the degree of motivation to organizational performance while identifying the challenges encountered by the employees of rural electric cooperative. Statistics which include mean, frequency, standard deviation and Pearson Correlation are used to analyze the data. Utilizing a descriptive correlational research design involving 105 employees as overall population which includes department managers, supervisor, section head, and rank and file. The study gathered data through structured surveys, questionnaires, and interviews from employees and experts of the rural electric cooperative. Data was gathered using a validated three-part survey and analysis were performed. The 5-Point Likert Scale was used to measure and interpret the mean score across all constructs, and the questionnaire was pre-tested and validated through Cronbach's alpha values ranging from 0.774 to 0.934 (Acceptable to Excellent), confirming reliability. The findings revealed that employees of the rural electric cooperative are male dominant with 79%; with 43% concentrated on the age bracket of 41-50 years old; 72% are married, and college graduate at 64% with permanent employment status at 90.5% comprising rank and file at 79%. The overall standard deviation of degree of motivation is at 0.377 with Job Security and Tenure (4.55) emerged as highest-rated drivers of motivation. Adaptability (3.73) is the most prominent challenge encountered while work-life balance has the highest standard deviation of 1.033. The overall standard deviation for organizational performance is at 0.365. There is significant relationship between degree of motivation with organizational performance in the rural electric cooperative with a robust value of 0.780. Correlation is significant at the 0.01 level (2 tailed). Recommending a development plan to strengthen, sustain and surpass the motivational practices with significant relationship to organizational performance of rural electric cooperative.

KEYWORDS: *Motivation, Organizational Performance, Motivational Practices, Investigating Degree of Motivation, Rural Electric Cooperative, Development Plan, Analysis, Challenges Encountered, Correlation, Leadership, Philippines*

INTRODUCTION

Employee motivation plays a significant role in organizational effectiveness because it influences how employees direct their effort, remain committed to their responsibilities, and work toward achieving organizational objectives. Motivation may be understood as the combination of internal and external influences that encourage individuals to begin, guide, and continue particular behaviors in the workplace (Pinder, 2014). According to Ryan and Deci (2000), Self-Determination Theory explains that employees tend to exhibit stronger and higher-quality motivation when their psychological needs for autonomy, competence, and relatedness are adequately supported in their work environment. In addition, Humphrey et al. (2007) found that various characteristics of work, including motivational, social, and contextual factors, were associated with significant employee outcomes such as job satisfaction, organizational commitment, and work performance. Employee performance refers to how successfully individuals carry out their assigned duties while also contributing to the overall functioning of the organization (Campbell & Wiernik, 2015). Recent research emphasized that workplace environments that support employees' psychological needs can foster work engagement, job satisfaction, and other positive work outcomes (Howard et al., 2026). These perspectives suggest that employee motivation and performance are closely linked with the conditions created by organizations, including the way work is organized, employees are supported, and individual contributions are recognized. Thus, understanding the factors that motivate employees and influence their performance is essential for organizations seeking to strengthen employee effectiveness and achieve sustainable organizational outcomes, providing a foundation for examining how these concerns manifest within the context of rural electric cooperatives. Nevertheless, in the electric cooperative sector specifically, few empirical studies incorporate motivational factors with organizational performance outcomes, leaving a gap in understanding how employee attitudes, incentives, and dedication directly affect productivity, service quality, and overall cooperative success.

Despite the recognized importance of employee motivation and performance, a gap remains in understanding these concerns in the context of rural electric cooperatives in the Philippines. Electric cooperatives have an important role in rural areas due to being primarily responsible for providing accessible, reliable, and sustainable electricity to their service areas (Escresa & Glova, 2024). However, the

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performance of electric cooperatives is influenced by several organizational and institutional conditions. Escresa and Glova (2024) found that lower political competition in electric cooperative franchise areas was associated with poorer collection efficiency and larger employee size, showing that electric cooperative performance is influenced by other factors beyond technical electricity distribution. Previous research examined the efficiency of electric cooperatives in the Philippines and found that cooperative organizations might experience organizational institutional challenges affecting their efficiency (Galang et al., 2020). At the employee level, related Philippine research among cooperative employees found that transformational leadership, organizational culture, and knowledge management directly influenced job performance (Silva & Guhao, 2022). Based on the studies of Silva and Guhao (2022), employee-related factors have been shown to influence organizational performance. However, there remains limited empirical evidence that specifically examines this relationship within rural electric cooperatives in the Philippines. Existing studies on employee motivation are largely concentrated on private corporations, government agencies, educational institutions, or multi-purpose cooperatives. While these studies provide useful insights into motivation, job satisfaction, and employee commitment, their findings may not be fully applicable to rural electric cooperatives, which operate under separate organizational structures, principles, and service directive.

The present study addresses this research gap by examining employee motivation and organizational performance within the context of rural electric cooperatives. Employee motivation is considered through several organizational factors, including recognition practices, rewards systems, compensation, incentives, training and professional development, leadership and supervisory support, working conditions, employee participation, and workplace relationships. These factors are relevant because the motivation employees receive from their organization may influence their willingness to perform assigned responsibilities and contribute to organizational objectives. In support of this perspective, Silva and Guhao (2022) found that transformational leadership, organizational culture, and knowledge management were significantly associated with job performance among cooperative employees in the Davao region. Furthermore, the findings of Escresa and Glova (2024) highlight the importance of examining organizational conditions when assessing the performance of electric cooperatives. Thus, examining motivation and work performance can offer a broader view of the human resource situation in rural electric cooperatives. The results may provide useful information for determining suitable organizational interventions and formulating a development plan that addresses identified employee and organizational needs.

The present research examines employee motivation and performance in rural electric cooperative and utilizes the result to formulate a development plan. Specifically, it aims to obtain data-based findings on the motivational conditions of employees, assess their performance, and determine area where organizational support and employee development initiatives can be improved.

The proposed development plan will be translating the study's findings into practical strategies that could enhance employee motivation, training, work engagement, and performance. Rather than focusing only on individual employee shortcomings, the study aims to consider organizational factors that may support or hinder employees' ability to perform effectively. Ultimately, the study is expected to provide an evidence-based basis for improving human resource practices within rural electric cooperatives and may contribute to the development of interventions that are responsive to employees' needs and organizational requirements. Through this approach, the research can add to the existing Philippine literature on employee motivation and performance, particularly within the rural electric cooperative sector.

REVIEW OF RELATED LITERATURES

This study draws on established theories of motivation that explain how employees' needs, perceptions, and goal orientations influence workplace behavior and organizational outcomes. In a rural electric cooperative in the Philippines, employees contribute significantly to the provision of reliable electricity and the delivery of services to local communities. Examining the factors that motivate these employees may therefore help explain differences in productivity, operational efficiency, and service quality.

The study is informed by three major motivational perspectives: **Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and McGregor's Theory X and Theory Y**. Together, these perspectives provide a basis for examining why employees respond differently to workplace conditions, management practices, incentives, and organizational expectations. Maslow's framework focuses on the progression of human needs, Herzberg's theory distinguishes between factors that prevent dissatisfaction and those that promote satisfaction, while McGregor's theory describes contrasting assumptions that managers may hold about employees.

Among these perspectives, the study is primarily anchored in Maslow's Hierarchy of Needs. Maslow proposed that human behavior is influenced by several categories of needs, beginning with physiological requirements and safety, followed by belongingness, esteem, and self-actualization needs (Maslow,1943). In the workplace, these needs may be reflected in employees' expectations regarding fair compensation, job security, supportive relationships, recognition, opportunities for advancement, and the achievement of personal potential. Understanding these needs can help explain how employees develop work-related attitudes and how their motivation may influence organizational performance. In the context of rural electric cooperative, worker's motivation is influenced by the organization's

ability to provide adequate compensation, job security, safe working conditions, and stable employment, especially given the technical and field-oriented nature of electric utility work. Once these basic needs are met, higher-level needs such as recognition, professional growth, and opportunities for contribution to community development become important motivators. This theory provides a theoretical basis for examining the motivational conditions experienced by employees. Compensation and awareness may be associated with physiological needs because adequate compensation and benefits provide resources for meeting basic necessities. Job security and tenure, as well as health and safety, correspond to safety needs because employees may value employment stability and protection from workplace risks. Work environment is related to social, or belongingness needs because positive relationships, teamwork, communication, and a supportive workplace may contribute to employees' sense of belonging. Recognition and promotion correspond to esteem needs because acknowledgment of accomplishments and opportunities for advancement may contribute to employees feeling of achievement and professional value. Training and development may be associated with self-actualization because opportunities for learning and professional growth allow employees to develop their competencies and potential. Evaluation may further support esteem and self-development when performance feedback is clear, constructive, and oriented toward improvement.

The present study draws upon the Two-Factor-Theory proposed by Frederick Herzberg and his associates in The Motivation to Work (Herzberg et al., 1959). This theory explains employee motivation by categorizing workplace conditions into two distinct dimensions: motivator factors and hygiene factors. Motivator factors are related to the nature and content of the work itself. These include opportunities to achieve, receive recognition, assume greater responsibility, advance professionally, and develop ones' skills and capabilities. In contrast, hygiene factors relate to the work environment and the conditions under which employees perform their duties. These factors include compensation, job security, organizational policies, supervision, relationships with colleagues and supervisors, and working conditions. Herzberg et al. (1959) emphasized that motivator factors can strengthen employees' satisfaction and willingness to perform, while deficiencies in hygiene factors can result in dissatisfaction. Thus, both groups of factors are important in understanding how workplace conditions influence employees' attitudes, motivation, and overall work experience.

The theory is relevant to the study because its two categories correspond with the motivational dimensions examined among employees of rural electric cooperatives. Compensation and awareness, job security and tenure, health and safety, and work environment are primarily associated with hygiene factors because they concern the conditions under which employees perform their work. Promotion, recognition, and training and development are more closely associated with motivator factors because they provide opportunities for achievement, advancement, acknowledgement, and professional growth. Evaluation may also have a motivational role when it provides constructive feedback, recognizes achievement, and identifies opportunities for employee development.

The study also draws from Douglas McGregor's Theory X and Theory Y, which was presented in his work The Human Side of Enterprise (McGregor, 1960). This theory provides two different perspectives on how managers may view employees and how such perceptions can influence management practices and employee motivation. Theory X reflects the assumption that employees may be reluctant to work, avoid responsibility, and require close guidance, supervision, and control to accomplish organizational tasks. In contrast, Theory Y presents a more positive view on employees, suggesting that individuals can regulate their own behavior, assume responsibility, and develop their abilities when the workplace provides appropriate support and opportunities (McGregor, 1960).

This theoretical perspective is relevant in this research in the idea that the motivational dimensions examined among employees of rural electric cooperatives are influenced by the organizational conditions and management practices under which employees perform their duties. Compensation and awareness and job security and tenure may represent organizational conditions and external factors that influence employees' work experiences. Promotion, recognition and training and development are particularly relevant to Theory Y because they provide opportunities for achievement, responsibility, recognition, and employee growth. Health and safety and work environment represent conditions that enable employees to perform their duties effectively, while evaluation may function as either a control mechanism consistent with Theory X or as a developmental and feedback mechanism consistent with Theory Y, depending on how it is implemented.

McGregor's theory is also relevant to the organizational performance dimensions of the study, namely leadership, operational efficiency, human capital in terms of skills and staffing, organizational culture, strategic alignment, employee commitment and engagement, and financial performance. Leadership is particularly important because managers' assumptions about employees influence their approaches to supervision, participation, delegation, and development (McGregor,1960). A management approach that provides employees with opportunities to participate, assume responsibility, develop competencies, and align their individual efforts with organizational objectives is consistent with the principles underlying Theory Y. These conditions may be relevant to employee commitment and engagement, human capital development, and the effective implementation of organizational activities.

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The following laws served as the legal foundation for the study; Establishing the National Electrification Administration (NEA) and Declaring a National Policy - PD 269 NEA (1973), NEA Reform Act-RA 10531 (2013), and RA 7160 Local Government Code (1991) - Cooperative Rights and Tax Exemptions.

Presidential Decree No. 269 (1973) provides a foundational legal basis for the present study, as it established the NEA and provided for the creation, establishment, institution and improvement of rural electric cooperatives as instruments for achieving total electrification in the Philippines. The decree emphasizes the provision of service of electricity on the specific cooperatives area as basis and should be in lowest cost. It also recognizes operational and financial challenges of electric cooperatives and provides a framework for government assistance and supervision. These provisions establish the institutional context within which rural electric cooperatives operate and provide relevance to the present study's assessment of organizational performance in terms of leadership, operational efficiency, human capital, organizational culture, strategic alignment, employee commitment and engagement, and financial performance. While PD 269 does not directly prescribe employee motivation, its emphasis on prudent management, organizational viability, and effective delivery of electric services provides a legal context for examining the role of employees and their motivation in achieving organizational objectives. The provision of PD 269, as subsequently amended and strengthened by Republic Act No. 10531, therefore serve as an important legal foundation for investigating the relationship between motivation and performance in rural electric cooperatives.

The R.A. 10531 or Republic Act No. 10531, otherwise known as the NEA Reform Act of 2013, serves as a significant legal foundation for the study. The law further amended Presidential decree No. 269 and established a framework for strengthening the rural electric cooperatives and NEA. It declares the promotion of sustainable rural development through rural electrification as a state policy and recognizes electric cooperatives as implementing arms of NEA in extending electricity services for the rural areas, including unreachable areas. The law further empowers NEA to supervise and assist electric cooperatives, strengthen their institutional capacity, and establish governance and operational standards intended to promote efficient operations and economic viability.

The provision of RA 10531 is relevant to the study because they establish the institutional conditions within which employee motivation and organizational performance in rural electric cooperatives may be examined. Its emphasis on effective governance and management provides a legal context for the study's leadership dimension, while its requirements concerning efficient operations and institutional standards relate to operational efficiency. The law's objective of strengthening electric cooperatives also underscores the importance of organizational capacity and competent personnel, which corresponds to the study's human capital dimension. Furthermore, the State's rural electrification objectives provide a legal context for strategic alignment, while the law's emphasis on economics and financial viability supports the inclusion of financial performance as a dimension of organizational performance.

The R.A. 7160 or the Republic Act No. 7160, also known as the 1991 Local Government Code, it is an important legal foundation for the study. The law establishes the framework for local autonomy, local governance, and the application of taxes locally and raising revenue strategy. It is particularly relevant to the current research because it addresses the local fiscal and administrative environment within which rural electric cooperatives functions. Specifically, Section 192 authorizes LGU's to give some tax exemptions and incentives by virtue of their duly adopted ordinance, while Section 193 contemplates the withdrawal of certain tax exemptions but with duly recognized cooperatives included among the exemptions. More specifically, Section 234(d) provides an exemption from real property tax for registered cooperatives under the applicable cooperative law.

These provisions relate to the present study because the financial and administrative environment in which rural electric cooperatives functions may have an impact on their ability to manage resources and maintain organizational operations. The provisions on local taxation and cooperative tax exemptions are particularly relevant to the financial performance dimension of the study, whereas the principles of local autonomy and governance apply to the study's leadership, operational efficiency, and strategic alignment dimensions. The law is therefore instrumental in providing the legal and fiscal background within which the rural electric cooperatives function.

METHODOLOGY

This study operationalizes a descriptive research design configured within an Input-Process-Output (IPO) framework to empirically examine the nexus between employee motivation and organizational performance within a rural electric cooperative. The descriptive paradigm was strategically selected for its methodological rigor in systematically profiling existing organizational conditions, workforce dynamics, and prevailing behavioral standards without experimental manipulation (Calderon, 1993; Creswell, 1994, 2012; Rusianty, 2012). By capturing the current state of multidimensional variables—ranging from compensation and job tenure to leadership and operational efficiency—this approach facilitates the identification of performance baselines and actionable organizational anomalies (Lusan, 2004). Ultimately, this systematic data synthesis drives the formulation of a targeted organizational development plan engineered to optimize human capital motivation and strategic alignment within utility operations.

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The research locale is a Large Category rural distribution utility situated in Tunga, Leyte, Philippines, structurally mandated by the National Electrification Administration (NEA) to service an expansive network of 285 barangays and 78,000 member-consumer-owners. Notably, the cooperative operates under a sustained Triple A (AAA) excellence rating achieved in 2013, providing a unique, high-performing empirical context characterized by geographic dispersion and a reliance on highly technical, specialized human capital. To fundamentally eliminate sampling error and mitigate selection bias, the study deployed a complete census enumeration strategy, capturing the entire organizational population of 105 multidisciplinary employees. This exhaustive sampling architecture ensures that the quantitative findings maintain absolute representativeness across all hierarchical echelons—spanning executive management, institutional services, and financial audits—thereby yielding a highly robust, holistic assessment of internal operational dynamics.

Primary data acquisition was executed via a researcher-developed, expert-validated structured survey instrument, rigorously pilot-tested to ensure both psychometric reliability (yielding a robust Cronbach's alpha of 0.84) and operational clarity prior to full-scale deployment (Bouduma et al., 2026; Laniba, 2024). The instrument utilized a standardized five-point Likert scale (Nyutu et al., 2021) to rigorously quantify nuanced motivational drivers alongside core organizational performance metrics, such as corporate culture and financial performance. Administered under strict data governance protocols compliant with the Data Privacy Act of 2012 (RA 10173), the resulting dataset was subjected to targeted statistical treatments. Frequency distributions, weighted means, and standard deviations established descriptive baselines, while Pearson's correlation coefficient was deployed to formally quantify the inferential strength, depth, and directionality of the linear relationships between specific motivational strategies and macro-level organizational performance outcomes.

RESULTS AND DISCUSSIONS

The demographic profile of the cooperative personnel delineates a mature, highly stable, and predominantly male workforce, a structural characteristic endemic to the utility and energy sector. The age distribution is heavily concentrated in the mid-to-late career stages, with 74.3% of employees aged between 31 and 50 years, signaling deep institutional memory but necessitating strategic succession planning to avert a future leadership vacuum (Garcia & Tortuya, 2024). This mature cohort is predominantly male (79%), a gender disparity reflective of the physical and technical demands traditionally associated with rural electrification field operations (Atejendra, 2007; Laniba, 2025). Furthermore, a significant majority (72.4%) report a married civil status, which directly correlates to a heightened preference for organizational stability, comprehensive health benefits, and risk-averse financial motivations. As corroborated by contemporary empirical studies within Philippine electric cooperatives, this demographic triad—mature, male, and married—constitutes a foundational anchor for consistent organizational performance and operational reliability (Bautista & Balaria, 2018; Demetria, 2017; Garcia & Tortuya, 2025; Pelaez et al., 2022).

Organizational loyalty and employment stability are pronounced within the cooperative, evidenced by exceptionally high tenure rates and permanent staffing structures. Analysis of service longevity indicates that over 70% of the workforce has been retained for more than six years, with the largest segments comprising personnel serving 11 to 15 years (25.7%) and 6 to 10 years (24.8%). This robust organizational integration minimizes turnover volatility and maximizes operational efficiency through sustained institutional knowledge (Laniba, 2025). These retention metrics are structurally reinforced by the cooperative's employment classifications, wherein 90.5% of the workforce holds permanent, regularized status, compared to a mere 9.5% on probationary terms. Such high job security frameworks act as critical motivational drivers that foster long-term employee commitment, aligning with prior findings that robust tenure and permanent employment status significantly elevate workforce engagement and organizational performance in utility cooperatives (Cuarto, 2014; Yaun et al., 2015).

The intellectual capital and hierarchical architecture of the cooperative are synergistically aligned to support complex utility operations and strategic development initiatives. The workforce is highly qualified, with 61% holding baccalaureate degrees and 8.6% possessing advanced postgraduate qualifications, ensuring the analytical capacity required for modern organizational challenges (Cuarto, 2014). This academic foundation is complemented by an 11.4% segment of vocational and technical graduates, optimizing the human capital mix for specialized field execution (Gautam, 2025). Structurally, the organization operates on a traditional, lean hierarchical model, with 79% of employees situated in rank-and-file operational roles, supported by a streamlined management configuration comprising section heads (11.4%), supervisors (5.7%), and department managers (3.8%). This expansive operational base, guided by a concentrated leadership tier, represents an optimized structural paradigm for rural electric cooperatives, ensuring that intellectual capital is efficiently deployed across both frontline technical tasks and macro-level strategic management (Cuarto, 2014; Dimabayao, 2026).

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Table 1 Degree of Motivation

Indicators	Mean	Std. Deviation	Interpretation
Compensation and Incentives	4.48	0.435	Strongly Agree
Job Security and Tenure	4.55	0.443	Strongly Agree
Promotion	4.41	0.531	Strongly Agree
Recognition	4.52	0.429	Strongly Agree
Training and Development	4.51	0.493	Strongly Agree
Health and Safety	4.54	0.440	Strongly Agree
Work Environment	4.47	0.458	Strongly Agree
Evaluation	4.53	0.438	Strongly Agree
Degree of Motivation	**4.50**	**0.377**	**Strongly Agree**

Table No.1 summarizes the overall degree of motivation among the 105 respondents regarding the various organizational strategies implemented by the rural electric cooperative during the calendar year 2026. The data presents a remarkably high consolidated weighted mean of 4.50, which translates to a definitive interpretation of "Strongly Agree," supported by a very low overall standard deviation of 0.377. Within the specific categories, Job Security and Tenure (4.55) and Health and Safety (4.54) emerged as the highest-rated drivers of motivation, while all other dimensions—ranging from Evaluation (4.53) and Recognition (4.52) to Training and Development (4.51)—consistently surpassed the 4.40 threshold, indicating a workforce that feels comprehensively supported and valued across all professional facets.

This exceptionally high rating signifies that the cooperative has successfully developed a holistic motivational framework that addresses both the extrinsic and intrinsic needs of its human capital. The fact that the overall standard deviation (0.377) is lower than any individual category suggests a powerful "convergent validity" in the data; despite varying personal backgrounds, the 105 respondents are nearly unanimous in their positive perception of the cooperative's leadership and culture. This collective synergy is a critical asset for organizational performance, as it indicates that the strategies for compensation, environment, and recognition are not operating in silos but are instead reinforcing a singular, high-performance organizational culture that is resilient and deeply engaged.

Table 2 Challenges Encountered

Indicators	Mean	Std. Deviation	Interpretation
Adaptability	3.71	0.781	Agree
Resistance To Change	3.41	0.885	Agree
Staff/Employees Conflict	3.40	0.873	Agree
Work – Life Balance	3.17	1.033	Uncertain
Health Issues	3.12	0.968	Uncertain
CHALLENGES ENCOUNTERED	**3.36**	**0.683**	**Agree**

Table No. 2 illustrates the challenges encountered of the 105 employees within the rural electric cooperative during the calendar year 2026. Unlike the high satisfaction scores seen in previous tables, the data here shows a total weighted mean of 3.36, translated as "Agree," which indicates that employees do indeed perceive significant obstacles in their professional environment. The most prominent challenges are adaptability to new systems or shifts (3.71) and resistance to change (3.41), followed closely by staff and employee conflicts (3.40). Notably, the indicators for work-life balance (3.17) and health issues (3.12) yielded an interpretation of "Uncertain," suggesting a wider variance in personal experiences and a potential lack of clear organizational consensus on how these wellness factors are being managed.

This moderate rating signifies that while the cooperative has strong motivational strategies in place, there are underlying friction points that could impede organizational performance if left unaddressed. The high "mean" for adaptability and resistance to change suggests that as the cooperative evolves in 2026, the human capital may be struggling to keep pace with technological or procedural shifts, potentially leading to the observed levels of internal conflict (3.40). Furthermore, the high standard deviation for work-life balance (1.033) is the most significant in the study so far, implying that a considerable part of the employees is likely the 72.4% who are married, may be feeling a strain that is not being uniformly felt or addressed across the organization.

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Table 3 Organizational Performance

Indicators	Mean	Std. Deviation	Interpretation
Leadership	4.455	0.4238	Strongly Agree
Operations Efficiency	4.448	0.4274	Strongly Agree
Human Capital (Skills and Staff)	4.528	0.4439	Strongly Agree
Organizational Culture	4.543	0.4194	Strongly Agree
Strategic Alignment	4.486	0.434	Strongly Agree
Employee Commitment and Engagement	4.467	0.4338	Strongly Agree
Financial Performance	4.531	0.4366	Strongly Agree
Organizational Performance	**4.49**	**0.365**	**Strongly Agree**

Table No. 3 summarizes the overall organizational performance of the rural electric cooperative across seven key dimensions during the calendar year 2026. The data reflects a highly successful enterprise, yielding a consolidated weighted mean of 4.49, which translates to a definitive interpretation of "Strongly Agree," supported by a very low overall standard deviation of 0.365. Among the specific performance pillars, Organizational Culture (4.54) and Financial Performance (4.53) emerged as the highest-rated areas, closely followed by Human Capital at 4.53. Even the dimensions of Strategic Alignment (4.49), Employee Commitment (4.47), Leadership (4.46), and Operations Efficiency (4.45) maintained high-level consistency, indicating a well-balanced organization where technical execution and human-centric values are equally prioritized.

This exceptionally high rating signifies that the cooperative has successfully integrated its various operational and strategic functions into a cohesive, high-performing system. The fact that the overall standard deviation (0.365) is lower than that of any individual category suggests a powerful "systemic stability"; despite the diverse roles of the 105 respondents, there is a nearly unanimous perception that the cooperative is meeting its peak performance targets. This synergy is a critical asset, as it indicates that the "Human Capital" (4.53) is not just skilled, but is operating within an "Organizational Culture" (4.54) that actively drives "Financial Performance" (4.53) and "Operations Efficiency" (4.45). This alignment is essential for a utility provider navigating the complex regulatory and technical landscape of 2026.

Correlation Between Degree of Motivation and Organizational Performance

Table 4 demonstrates the correlation between the degree of motivation and organization performance. The findings reveal whether there is a significant relationship between the two (2) variables.

Table 4 Correlations Between Degree of Motivation and Organizational Performance

	Organizational Performance		
	r-value	**p-value**	**Interpretation**
Degree of Motivation	0.780**	0.000	Significant
****Correlation is significant at the 0.01 level (2-tailed)**			

Table No.4 presents the statistical correlation between the degree of motivation and organizational performance within the rural electric cooperative during the calendar year 2026. The data reveals a Pearson correlation coefficient (r-value) of .780, which indicates a strong positive relationship between the two variables. This correlation is statistically significant at the 0.01 level, with a p-value of 0.000, leading to the definitive interpretation that there is a significant relationship between how motivated the employees feel and how effectively the organization performs.

This high r-value signifies that as the degree of motivation—driven by factors such as recognition, compensation, and job security—increases, there is a corresponding and substantial improvement in organizational performance dimensions like leadership, operations efficiency, and financial growth. The statistical significance (p is less than 0.01) proves that this link is not due to chance but is a core operational reality for the 105 respondents. It validates the study's premise that the internal psychological state of the Human Capital (4.53) is the primary engine driving the cooperative's Strategic Alignment (4.49) and Financial Performance (4.53).

CONCLUSION

This study concluded that degree of motivation of employees of rural electric cooperative is extremely high in terms of Job Security and Tenure, Health and Safety, Evaluation, Recognition, Training and Development, Compensation and Incentives, Work Environment, and Promotion. While the degree of motivation is high, employees still encountered challenges such as Adaptability, Resistance to Change, Staff and Employee Conflicts, Work-Life Balance, and Health Issues. It is therefore concluded that the rural electric cooperative is a highly successful cooperative as shown in the organization performance in terms of Organizational Culture, Financial Performance,

Human Capital, Strategic Alignment, Employee Commitment, Leadership, and Operation Efficiency, the findings demonstrate a significant association between employee motivation and organizational performance. In response to these findings, a development plan is proposed to further enhance and sustain effective motivational practices within the Cooperative. The plan is intended to support continuous improvement and provide a framework that future employees and organizational leaders can build upon to maintain and strengthen employee motivation and organizational performance.

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