



Contract of Service (COS) Employee's Motivation and Performance Evaluation on the Achievement of Organizational Goals

George S. Tamayo Jr., Princess Rosario Luciano, Kristine Sarah Ronterazo Onguda, Kristine Lumayno, Lani D. Deada, LPT, PhD, Marmelo V. Abante, PhD, DPA, DBA, EdD

World Citi Colleges

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Abstract— This study investigates the relationship between employee motivation, performance evaluation, and organizational goal achievement among Contract of Service (COS) employees in National Government Agencies (NGAs) within Quezon City, Philippines. Using a descriptive quantitative research design, data were gathered through a structured survey questionnaire administered to 100 COS employees. The results analyzed using descriptive statistics, Pearson Product-Moment Correlation, and Kruskal-Wallis Test revealed that COS employees are primarily motivated by intrinsic factors such as meaningful work, recognition, and opportunities for personal growth. A supportive work environment also emerged as a significant motivator. While bureaucracy and job security had moderate influence, these factors did not substantially reduce engagement among highly motivated employees. Performance evaluations conducted by immediate supervisors consistently indicated high levels of efficiency and competence, with most employees rated "Very Satisfactory" or "Outstanding." The achievement of organizational goals was strongly associated with clear goal specificity, effective feedback mechanisms, and well-defined strategies, while the factor of "challenge" showed no significant correlation with motivation. A strong positive relationship existed between motivational factors and goal achievement, and employees rated "Outstanding" demonstrated greater goal commitment than those rated "Very Satisfactory." The study concludes that government agencies should strengthen intrinsic motivators by fostering meaningful work, recognition, and professional development programs. Moreover, reinforcing clear goal setting, transparent feedback, and supportive work environments can sustain high motivation and performance among COS employees while addressing concerns related to job security and bureaucratic processes to enhance overall organizational effectiveness.

Keywords— COS employees, motivation, performance evaluation, organizational goals

I. INTRODUCTION

Employee motivation, often described as the psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort, and a person's level of persistence, plays a crucial role in driving individuals to exert best efforts. A highly motivated workforce is often associated with

increased productivity, enhanced creativity, reduced absenteeism, and a more positive work environment. In parallel, performance evaluation serves as a systematic process to assess an individual's job performance and contribution to the organization. Effective performance evaluations also serve as crucial tools for identifying areas for improvement,

recognizing accomplishments, fostering professional development, and aligning individual efforts with organizational with the strategic objectives of the organization.

Globally, organizations face ongoing challenges in creating performance evaluations that not only assess but also motivate employees. McKinsey & Company (2024) found that employees are more motivated when goals are clear, regularly updated, and connected to organizational outcomes. The Incentive Research Foundation (2020) further highlighted that well-structured incentive and feedback systems can improve performance by 25–44%, while poorly designed evaluations can discourage employees and increase turnover. These findings underscore that motivation and evaluation are not administrative processes alone, but strategic factors that impact organizational sustainability and competitiveness.

In the Philippine context, research has shown that employee motivation is strongly influenced by both intrinsic and extrinsic factors. Recognition and career development opportunities often inspire employees, but job security, fair treatment, and salary remain equally important in public service (Sia & Dela Cruz, 2023). A study of Quezon City Hall employees revealed that while motivation and job satisfaction are positively related, their link to job performance was inconsistent, suggesting that existing evaluation systems may not fully capture contributions (Estrellado, 2023). Moreover, organizational culture and leadership practices have been found to shape motivation significantly, particularly among non-tenured or contractual workers with limited growth opportunities (Guinto & Medina, 2024).

At the local level, Contract of Service (COS) and Job Order (JO) employees in Quezon City and Metro Manila government agencies often experience lower job security and limited recognition compared to regular employees. Research on end-of-contract workers in NGAs in Quezon City indicated that motivation and pro-social behavior are closely tied to fairness and recognition in evaluation systems (Andres, 2024). Similarly, Reyes (2024) found that inequities in performance evaluations among non-uniformed personnel in a Quezon City police station negatively affected morale and job performance. These results emphasize the vulnerability of COS

employees, whose contributions are essential yet often underappreciated in the achievement of organizational goals.

Given these issues, there is a need to closely examine how motivation, hygiene factors, and performance evaluation influence the achievement of organizational goals among COS employees in NGAs within Quezon City. Understanding these relationships will help identify gaps in current practices and provide a basis for improvement since COS employees play a frontline role in government service delivery, enhancing their motivation and evaluation systems could directly improve efficiency, engagement, and service quality. Thus, this research may help understand the major problem organizations are facing in present times as how to keep top talent satisfied, engaged, motivated and retained.

Research Questions

1. What are the COS employees' motivation that influence the achievement of organizational goals?
 - 1.1. The Work Itself and Responsibility
 - 1.2. Achievement and Recognition
 - 1.3. Personal Growth and Advancement
 - 1.4. Bureaucracy and Job Security
 - 1.5. Relationships and Work Conditions
2. What is the COS employees' performance evaluation as rated by the immediate supervisor?
3. What influence on the achievement of Organizational Goals of COS employees in terms of:
 - 3.1. Specificity
 - 3.2. Challenge
 - 3.3. Feedback
 - 3.4. Goal Commitment
 - 3.5. Task Complexity
 - 3.6. Strategies
4. Is there a significant relationship between the employee's motivation and the achievement of organizational goals?

5. Is there a significant relationship between the employees' performance evaluation and the achievement of organizational goals?

II. RELATED LITERATURE

Aligned with the objectives of this research, the researchers conducted a comprehensive review of related literature obtained from various credible sources to establish a strong theoretical and empirical foundation for the study. This review provides a clear understanding of how employee motivation, hygiene factors, and performance evaluation influence the achievement of organizational goals, particularly among Contractual of Service (COS) employees in National Government Agencies (NGAs) within Quezon City. The discussion is grounded on two main theoretical frameworks: Herzberg's Motivation-Hygiene Theory and Goal-Setting Theory, which explain the behavioral and organizational mechanisms that drive employee performance and satisfaction. Accordingly, this chapter presents: (1) the underpinning theories of the study, (2) conceptual discussions on motivation, hygiene factors, and performance evaluation in public sector contexts, and (3) empirical findings on their relationship to the achievement of organizational goals.

Herzberg's Motivation-Hygiene Theory

Herzberg's Motivation-Hygiene Theory, also known as the Two-Factor Theory, differentiates between motivator factors that create job satisfaction (such as achievement, recognition, and personal growth) and hygiene factors that prevent dissatisfaction (such as supervision, policies, job security, and work conditions). Herzberg argued that improving hygiene factors alone does not necessarily motivate employees; rather, true motivation arises from intrinsic satisfaction through meaningful work (Ali & Anwar, 2021). In public organizations where employees often have limited tenure or benefits, this theory provides a valuable framework for understanding how intrinsic satisfaction can sustain commitment and engagement despite employment constraints.

Achievement and Recognition

Achievement and recognition are among the strongest intrinsic motivators in the workplace. (Gallup, 2024) found that employees who receive

consistent acknowledgment are 45% more engaged and less likely to leave their jobs. Likewise, recognition fulfills employees' needs for esteem and belonging, enhancing both intrinsic and extrinsic motivation (Imran, Faathir, & Firmansyah, 2025). In the same way, (Jo and Shin 2025) emphasized that recognition fosters fairness and strengthens the bond between employees and management. Thus, recognition serves as a powerful tool for reinforcing employee morale and validating contributions—an especially crucial factor for contractual personnel whose sense of value often depends on acknowledgment rather than tenure.

The Work Itself and Responsibility

The nature of work and the degree of responsibility significantly affect motivation and engagement. (Mulyana and Izzati 2022) observed that educators with greater autonomy in decision-making reported higher job satisfaction and productivity. (Jerab and Mabrouk 2023) highlighted that participative leadership, where supervisors delegate meaningful responsibilities, cultivates trust and ownership. Similarly, (Khan, 2020) noted that when employees perceive their tasks as purposeful and aligned with organizational goals, their sense of accountability strengthens. With this, empowering workers through autonomy and trust becomes a key motivational strategy that enhances productivity even in contractual or temporary employment contexts.

Personal Growth and Advancement

Opportunities for career development play a vital role in sustaining motivation. (Hosen et al. 2024) reported that professional training improves employees' self-efficacy, well-being, and long-term performance. Likewise, (Riesner et al. 2025) emphasized that continuous training supports professional growth and the organization's overall competitiveness. In relation to COS employees, providing structured learning and skill-building opportunities not only addresses performance needs but also fulfills their aspirations for advancement, reinforcing loyalty and organizational alignment.

Bureaucracy and Job Security

Bureaucracy and job insecurity are among the primary demotivating factors in public institutions. (Bonsu, 2024) found that excessive bureaucracy reduces responsiveness and hampers decision-

making. Conversely, (Adham, 2023) argued that inclusive management and open communication strengthen trust and engagement. (Hofmann and Strobel 2020) further demonstrated that organizational transparency increases satisfaction and reduces turnover intentions. Thus, streamlining bureaucratic systems and ensuring procedural fairness can mitigate anxiety among non-permanent employees, creating a more stable and motivated workforce.

Relationships and Work Conditions

Positive interpersonal relationships and healthy working conditions are vital in maintaining employee motivation. (Asan, 2020) revealed that perceived organizational support enhances well-being and engagement. (Haryanto and Maianto 2024) showed that teamwork fosters shared accountability and communication effectiveness, while (Vemuri, 2024) found that trust-based collaboration improves productivity and morale. These findings suggest that cultivating supportive workplace relationships and cooperative cultures is essential for sustaining motivation within dynamic and resource-limited government environments.

Goal-Setting Theory

Goal-Setting Theory, developed by Edwin Locke and Gary Latham, asserts that specific, measurable, and challenging goals enhance performance when supported by feedback and commitment. The theory emphasizes converting broad organizational visions into concrete, actionable objectives to improve focus and productivity (Kalogiannidis et al., 2025). (Kim et al., 2020) likewise demonstrated that strategic alignment between personal and organizational goals promotes self-determination and performance consistency. In relation to COS employees, clear and measurable targets compensate for limited job permanence by providing purpose, direction, and accountability.

Specificity (Goal Clarity)

Goal specificity is essential for effective performance evaluation. (Jeong, Healy, and McEwan 2023) found that specific and measurable objectives enhance focus and self-regulation. (Liu, 2025) confirmed that proximal goal setting improves persistence and performance outcomes. Thus, defining clear performance indicators ensures that

contractual employees understand expectations, enabling them to deliver results aligned with institutional standards.

Challenge (Goal Difficulty)

Challenging but attainable goals stimulate motivation, persistence, and professional growth. (Healey et al., 2023) found that employees exert greater effort when faced with more demanding objectives, provided these goals remain realistic and achievable. Similarly, (Hopfner and Keith 2021) demonstrated that setting high yet clear performance targets is among the most effective managerial tools for enhancing motivation and productivity. (Huang, 2023) further emphasized that goal difficulty plays a critical role in shaping human behavior, as appropriately challenging tasks encourage individuals to push their capabilities and attain higher performance. In relation to COS employees, the strategic assignment of moderately difficult goals not only sustains motivation but also fosters a sense of competence and accomplishment within time-bound or project-based roles.

Feedback

Feedback mechanisms are vital for reinforcing engagement and continuous learning. (Drouvelis and Paiardini 2022) revealed that high-quality feedback fosters improvement and sustained effort. (Umoh, 2025) highlighted that effective communication strengthens decision-making and collaboration, while (Carreno, 2024) demonstrated that real-time feedback loops enhance adaptability to organizational change. In the context of COS employment, consistent feedback serves as an informal evaluation system that reinforces accountability and professional growth.

Goal Commitment

Goal commitment reflects determination and persistence in achieving objectives. (Manzoor, Wei, and Asif 2021) found that intrinsic rewards heighten motivation and goal adherence. (Macinati and Rizzo 2025) noted that participation in goal-setting improves ownership and accountability, while (Nguyen, 2021) established that engagement fosters loyalty and performance sustainability. Hence, encouraging active participation in goal formulation fosters psychological commitment, which can substitute for formal tenure in maintaining workforce dedication.

Task Complexity

Task complexity moderates the relationship between goals and performance. (Bardusova, 2025) observed that complex tasks require additional time, coordination, and support. (Debara, 2022) emphasized that breaking large tasks into smaller, manageable steps enhances motivation and confidence, while (Wallbridge, 2022) cautioned that overly complex goals may hinder morale. Accordingly, managing complexity through supportive supervision and realistic goal structuring allows employees to perform effectively while preserving motivation and mental well-being.

Strategies Toward Organizational Goals

Integrating motivation and performance evaluation frameworks provides a holistic pathway for enhancing organizational productivity. (Brower, 2025) underscored that setting meaningful, values-based goals drives persistence and personal satisfaction. (Ball, 2021) found that goal-linked strategy execution improves self-regulation and performance monitoring. (Raza et al. 2023) emphasized that transparent communication fosters trust, facilitating alignment between individual and organizational priorities. In relation to COS employment systems, these integrated strategies create a cohesive environment where motivation, clarity, and fairness converge to advance public service performance.

III. METHODOLOGY

Research Design

This research utilized the descriptive-correlation research design (Bhandari, 2023). This research aims to examine and describe the relationship between different variables. Moreover, the Descriptive studies (Akerele, 2023) are aimed at finding out the relationship of Employee's Motivation and Performance Evaluation on the Achievement of the Organizational Goals. The design would involve collecting data from a sample of COS employees specifically in Government Agencies within Quezon City, National Capital Region using a questionnaire or survey and then using statistical analysis such as correlation analysis, to determine if a statistically significant relationship exists.

Locale of the Study

The setting is that the study is within the area of Quezon City Circle, Batasan Hills and in Commonwealth Avenue where a significant number of government agencies are located.

Respondents of the Study

The primary respondents of the study are contract of service (COS) employees. Studies are frequent with the government agencies as mentioned within the geographical area in Quezon City, National Capital Region.

Sampling Design

The sample of the study is composed of 100 Contract of Service (COS) employees within the geographical area in Quezon City. The researcher strategically selects respondents who have specific characteristics relevant to the study's objectives. Since the method of sample design is based on a non-probability, purposive sampling is susceptible to selection bias based on the researcher's judgement.

Statistical Tools

The quantitative data collected from the survey questionnaires were analyzed using both descriptive and inferential statistics. Descriptive statistics, including weighted means and verbal interpretations, were employed to summarize and describe the respondents' perceptions of employee motivation and its influence on organizational goal achievement. This allowed for an understanding of the central tendencies and distribution of responses for each indicator and overall dimension.

Inferential statistics, specifically Pearson Product-Moment Correlation (r-value) and Kruskal-Wallis Test were utilized to examine the relationships and differences between the variables. Pearson correlation was used to determine the strength and direction of the linear relationship between the motivational factors and the influences on organizational goal achievement. The significance of these correlations was tested at a 0.01 level (two-tailed). For comparing performance evaluation groups, an analysis similar to a t-test was used to determine if there was a statistically significant difference in their perceptions, with a significance level set at 0.05. This approach allowed for the testing of hypotheses and drawing conclusions regarding the

interplay between employee motivation, performance, and organizational objectives. All statistical analyses were performed using [Statistical Software, e.g., SPSS, R] to ensure accuracy and reliability of the results.

Ethical Consideration

The researcher ensures that in the conduct of data gathering, key considerations such as obtaining informed consent, ensuring confidentiality and privacy, avoiding harm, and maintaining honesty and integrity in data collection and reporting. And that provisions of the law on Data Privacy Act of 2012 are

properly observed. The researcher observes and respects the Intellectual Property (IP) rights in the Philippines which are governed by the Intellectual Property Code (Republic Act No. 8293).

IV. RESULTS AND DISCUSSION

1. The COS employee's motivation influences the achievement of organizational goals in terms of the work itself and responsibility, achievement and recognition, personal growth and advancement, bureaucracy and job security, and relationships and work conditions.

Table 1.1: The COS employee's motivation that influences on the achievement of organizational goals in terms of The Work

INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION	RANK
1. I am empowered enough to do my work	3.56	Strongly Agree	1
2. My work is challenging and exciting	3.50	Strongly Agree	2
3. My work provides me flexible time	3.25	Agree	5
4. My workplace is conducive for work	3.43	Strongly Agree	3
5. My workplace provides an opportunity for growth	3.38	Strongly Agree	4
OVERALL WEIGHTED MEAN	3.42	Strongly Agree	

Itself nd Responsibility

Legend: 3.26 – 4.00 Strongly Agree (SA)

1.76 – 2.50 Disagree (D)

2.51 – 3.25 Agree (A)

1.00 – 1.75 Strongly Disagree (SD)

Table 1.1 presents an overall weighted mean of 3.42, verbally interpreted as "Strongly Agree," indicating that respondents perceive the work itself and responsibility as strong motivational factors influencing the achievement of organizational goals. This finding suggests that COS employees feel empowered and engaged when entrusted with meaningful tasks that allow them to demonstrate competence and accountability. The indicator "*I am empowered enough to do my work*" obtained the highest mean of 3.56, interpreted as Strongly Agree, showing that employees are motivated when they are given autonomy and trust in performing their duties. Likewise, "*My work is challenging and exciting*" ranked second with a mean of 3.50, implying that employees are inspired when their responsibilities provide

opportunities for growth and fulfillment.

In contrast, the indicator "*My work provides me flexible time*" had the lowest mean of 3.25, interpreted as Agree, indicating that while employees appreciate some degree of flexibility, work schedules may still need improvement to better accommodate personal and professional balance. Despite this, the overall results demonstrate that COS employees are highly motivated by the nature of their work and their sense of responsibility. These findings emphasize the importance of creating an environment that values empowerment, accountability, and opportunities for growth, as such factors drive employees to perform effectively and contribute to the organization's long-term success.

This finding supports recent studies

highlighting that meaningful work and autonomy enhance employee motivation and performance. Albrecht et al. (2021) found that employees who perceive their work as purposeful and are given sufficient responsibility experience higher

engagement and commitment to organizational goals. This aligns with the present result showing that COS employees feel more motivated when empowered and trusted to perform meaningful tasks.

Table 1.2: The COS employee's motivation that influences on the achievement of organizational goals in terms of Achievement and Recognition

INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION	RANK
1. My work recognized outstanding performance, teamwork through tangible awards and certificates	3.09	Agree	5
2. I am satisfied to work because it recognized my achievement	3.23	Agree	4
3. I feel satisfied with my work when it is appreciated	3.64	Strongly Agree	1.5
4. I am being valued and it motivates me to stay	3.28	Strongly Agree	3
5. A sincere and genuine recognition boosts my morale	3.64	Strongly Agree	1.5
OVERALL WEIGHTED MEAN	3.38	Strongly Agree	

Legend: 3.26 – 4.00 Strongly Agree (SA)

1.76 – 2.50 Disagree (D)

2.51 – 3.25 Agree (A)

1.00 – 1.75 Strongly Disagree (SD)

As shown in Table 1.2, the overall weighted mean of 3.38, verbally interpreted as “Strongly Agree,” indicates that respondents generally perceive that achievement and recognition highly influence their motivation toward achieving organizational goals. This implies that COS employees’ value being acknowledged for their accomplishments, as such recognition reinforces their sense of purpose and commitment to their work. The indicators “I feel satisfied with my work when it is appreciated” and “A sincere and genuine recognition boosts my morale” both obtained the highest mean of 3.64, interpreted as Strongly Agree, suggesting that employees derive greater motivation from genuine expressions of appreciation than from material incentives. These results affirm that positive acknowledgment of one’s contribution enhances morale, job satisfaction, and overall work performance.

On the other hand, the indicator “My work recognized outstanding performance, teamwork through

tangible awards and certificates” had the lowest weighted mean of 3.09, interpreted as Agree, indicating that while employees’ value tangible recognition such as awards and certificates, they place greater importance on personal appreciation and verbal acknowledgment. The findings are consistent with Herzberg’s Motivation-Hygiene Theory, which classifies *achievement* and *recognition* as intrinsic motivators that drive employee satisfaction. Therefore, organizations should strengthen recognition systems—both formal and informal—to sustain motivation, enhance employee retention, and promote the achievement of organizational goals

This finding supports Imran et al. (2025), who revealed that recognition and appreciation significantly enhance employee motivation and commitment. Similarly, COS employees feel more driven when their efforts are genuinely acknowledged.

Table 1.3: The COS employee's motivation that influences on the achievement of organizational goals in terms of Personal Growth and Advancement

INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION	RANK
1. I received training/coaching that enhance my capabilities	3.32	Strongly Agree	3
2. My work allows me to improve my experience, skills and performance	3.45	Strongly Agree	1
3. My work offers an eligibility review session for CSC exams	3.12	Agree	5
4. My workplace promotes learning as a continuous process for growth and development	3.35	Strongly Agree	2
5. There is a positive reinforcement of culture in the organization	3.28	Strongly Agree	4
OVERALL WEIGHTED MEAN	3.30	Strongly Agree	
Legend: 3.26 – 4.00 Strongly Agree (SA) 1.76 – 2.50 Disagree (D) 2.51 – 3.25 Agree (A) 1.00 – 1.75 Strongly Disagree (SD)			

As shown in Table 1.3, the overall weighted mean of 3.30, verbally interpreted as “Strongly Agree,” indicates that respondents generally perceive personal growth and advancement as key motivational factors influencing the achievement of organizational goals. This result implies that employees are encouraged when given opportunities to enhance their skills, knowledge, and work performance. The indicator “My work allows me to improve my experience, skills, and performance” obtained the highest mean of 3.45, interpreted as Strongly Agree, suggesting that COS employees feel motivated when their tasks enable continuous learning and professional development. Likewise, “My workplace promotes learning as a continuous process for growth and development” ranked second with a mean of 3.35, showing that employees value an environment that supports personal and professional advancement.

In contrast, the indicator “My work offers an eligibility review session for CSC exams” had the lowest

mean of 3.12, interpreted as Agree, indicating that although such opportunities are appreciated, they may not be widely or regularly provided. Nonetheless, the overall results show a positive perception, meaning that COS employees consider growth opportunities as vital contributors to their motivation and productivity. This finding underscores the importance of maintaining programs that provide training, coaching, and developmental activities to further strengthen employee competence and commitment. Hence, enhancing professional advancement initiatives can help sustain motivation and align employee development with the organization's long-term objectives.

This finding supports Ye et al. (2022), who emphasized that leadership empowerment and opportunities for continuous learning enhance employee engagement and innovation. Likewise, COS employees feel more motivated when given chances to develop their skills and advance professionally.

Table 1.4: The COS employee's motivation that influences on the achievement of organizational goals in terms of Bureaucracy and Job Security

INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION	RANK
1. A workplace that provides benefits like retirement pensions that contributes to a sense of job security	2.90	Agree	5
2. A workplace that focuses on empowering employees, equipping them with the necessary tools and resources	3.29	Strongly Agree	1
3. A workplace that encourages to be dynamic with sense of ownership to their achievements (COS)	3.26	Strongly Agree	2
4. A workplace that promotes fairness and objectivity	3.12	Agree	4
5. A workplace that protects (COS) against an arbitrary dismissal	3.13	Agree	3
OVERALL WEIGHTED MEAN	3.14	Agree	

Legend: 3.26 – 4.00 Strongly Agree (SA)

1.76 – 2.50 Disagree (D)

2.51 – 3.25 Agree (A)

1.00 – 1.75 Strongly Disagree (SD)

Table 1.4 presents an overall weighted mean of 3.14, verbally interpreted as “Agree,” indicating that respondents generally perceive bureaucracy and job security as moderate factors influencing their motivation and the achievement of organizational goals. The result suggests that while COS employees appreciate having fair and structured systems in place, they still experience certain limitations concerning job stability and long-term benefits. Among the indicators, “A workplace that focuses on empowering employees, equipping them with the necessary tools and resources” received the highest mean of 3.29, interpreted as Strongly Agree, showing that employees feel more secure and motivated when the organization provides adequate support and resources to perform their tasks effectively. Likewise, “A workplace that encourages being dynamic with a sense of ownership to their achievements” ranked second with a mean of 3.26, suggesting that empowerment and ownership contribute positively to employee morale and performance.

Meanwhile, the indicator “A workplace that provides benefits like retirement pensions that contribute to

a sense of job security” obtained the lowest mean of 2.90, interpreted as Agree, which implies that limited access to long-term employment benefits remains a concern among COS employees. Although the organization promotes fairness and protection from arbitrary dismissal, the lack of permanent positions and formal benefits affects their perception of job stability. Overall, the findings highlight that employees value empowerment, fairness, and protection, but also desire stronger security measures that recognize their long-term contributions. Strengthening programs related to employee welfare and stability may enhance motivation and lead to greater organizational commitment and productivity.

This result is consistent with Jo and Shin (2025), who emphasized that fairness, recognition, and job security play vital roles in enhancing employee morale and organizational commitment. Likewise, COS employees feel more engaged when they are empowered and assured of fair and secure working conditions.

Table 1.5: The COS employee's motivation that influences on the achievement of organizational goals in terms of Relationships and Work Conditions

INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION	RANK
1. My colleagues are cooperative and friendly	3.47	Strongly Agree	2
2. Connectivity and Collaboration is a key ingredient in developing good working relationships	3.56	Strongly Agree	1
3. A workplace that is built on trust and respect	3.39	Strongly Agree	3
4. A workplace that promotes peace and tranquility	3.33	Strongly Agree	4
5. The idea of work life balance is very much welcome	3.32	Strongly Agree	5
OVERALL WEIGHTED MEAN	3.41	Strongly Agree	
Legend: 3.26 – 4.00 Strongly Agree (SA) 1.76 – 2.50 Disagree (D)			
2.51 – 3.25 Agree (A) 1.00 – 1.75 Strongly Disagree (SD)			

Table 1.5 shows an overall weighted mean of 3.41, verbally interpreted as “Strongly Agree,” indicating that respondents regard relationships and work conditions as vital factors influencing the achievement of organizational goals. The data imply that COS employees are highly motivated when they experience strong interpersonal connections and a supportive work environment. The indicator “Connectivity and collaboration is a key ingredient in developing good working relationships” achieved the highest mean of 3.56, interpreted as Strongly Agree, signifying that teamwork and open communication foster unity and collective effort among employees. This was followed by “My colleagues are cooperative and friendly” with a mean of 3.47, showing that harmonious relationships within the workplace enhance morale and create a positive atmosphere conducive to productivity.

On the other hand, the indicator “The idea of work-life balance is very much welcome” obtained the lowest mean of 3.33, although still verbally

interpreted as Strongly Agree, suggesting that while employees acknowledge the importance of balancing work and personal responsibilities, achieving it consistently remains a challenge. Overall, the findings highlight that employees are most motivated when the workplace promotes trust, peace, and collaboration. Fostering strong professional relationships and maintaining open communication can help sustain motivation and satisfaction, ultimately contributing to the overall effectiveness and goal attainment of the organization.

This result aligns with [Pereira et al. \(2024\)](#), who emphasized that positive workplace relationships and open communication significantly enhance employee engagement and well-being. Similarly, COS employees feel more motivated when teamwork, trust, and collaboration are present in their work environment.

2. The employees' performance evaluation as rated by the immediate supervisor.

Table 2: Rating of organizational performance of COS Employees as rated by the supervisor

RANGES	FREQUENCY	PERCENTAGE	VERBAL INTERPRETATION
135 and above	44	44	Outstanding
99-134	56	56	Very Satisfactory
75-98	0	0	Satisfactory
60-74	0	0	Unsatisfactory
59 and below	0	0	Poor
TOTAL	100	100	

Legend: 135 - above Outstanding (O) 75 - 98 Satisfactory (S) 59 - below Poor (P)

99 - 134 Very Satisfactory (VS) 60 - 74 Unsatisfactory (U)

Table 2 presents the rating of organizational performance of COS employees as evaluated by their supervisors. The results show that most of the employees were rated "Very Satisfactory" (56%), while 55% were rated "Outstanding." This indicates that all COS employees achieved ratings within the higher performance brackets, reflecting a strong overall level of efficiency, reliability, and competence in their respective roles. The absence of ratings in the "Satisfactory," "Unsatisfactory," and "Poor" categories suggests that supervisors generally view the performance of COS employees positively, recognizing their consistent contribution to the attainment of organizational goals.

The findings further imply that COS employees maintain a high level of commitment and motivation toward work responsibilities, supported by effective supervision and established performance standards. This strong performance profile highlights the organization's ability to foster a culture of

productivity and accountability. Moreover, the predominance of "Outstanding" and "Very Satisfactory" evaluations may be attributed to well-defined job expectations, recognition of achievements, and an enabling work environment. Maintaining this level of excellence will require continuous performance monitoring, feedback, and development opportunities to sustain motivation and ensure long-term organizational success.

This finding is consistent with Mohamed et al. (2024), who revealed that strong workplace relationships and a supportive environment significantly improve motivation, performance, and commitment. In the same way, COS employees demonstrate higher productivity when guided by clear standards, recognition, and effective leadership that encourages continuous growth.

3. Influence on the achievement of Organizational Goals of COS employees

Table 3.1: The Influence on the achievement of Organizational Goals of COS employees in terms of Specificity

INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION	RANK
1. The goals of the organization are clear, precise, and well-defined	3.46	Strongly Agree	1
2. Providing a formal on-boarding process to the newly hired (COS)	3.15	Agree	5
3. A company that advocates a consultative/participative approach on how they could contribute to the company	3.24	Agree	4
4. Policies and procedures are written and well documented	3.31	Strongly Agree	2

5. A culture that promotes good values and focus on one's strength	3.27	Strongly Agree	3
OVERALL WEIGHTED MEAN	3.29	Strongly Agree	
Legend: 3.26 – 4.00 Strongly Agree (SA)		1.76 – 2.50 Disagree (D)	
2.51 – 3.25 Agree (A)		1.00 – 1.75 Strongly Disagree (SD)	

Table 3.1 reveals an overall weighted mean of 3.29, verbally interpreted as "Strongly Agree," which indicates that respondents generally perceive specificity as a crucial factor influencing the achievement of organizational goals. The findings imply that COS employees' value clear communication of objectives, defined procedures, and structured processes that help them perform their tasks effectively. The indicator *"The goals of the organization are clear, precise, and well-defined"* obtained the highest mean of 3.46, interpreted as Strongly Agree, showing that employees are motivated when expectations and directions are explicitly communicated. This suggests that clarity in organizational goals allows employees to focus their efforts on priorities that align with institutional targets. Likewise, *"Policies and procedures are written and well-documented"* ranked second with a mean of 3.31, highlighting the importance of having standardized guidelines that ensure transparency and consistency in daily operations.

Meanwhile, the indicator *"Providing a formal on-boarding process to the newly hired (COS)"* recorded the lowest mean of 3.15, interpreted as Agree, suggesting that while employees recognize the presence of onboarding programs, these may need improvement to fully integrate new staff into organizational systems. Despite this, the overall results demonstrate that COS employees appreciate well-defined structures and procedures that clarify their roles and responsibilities. Clear goals and consistent communication contribute not only to operational efficiency but also to employee motivation and confidence in achieving organizational objectives.

This result is consistent with [Khalid and Hashim \(2025\)](#), who emphasized that clarity, transparency, and accuracy in workplace communication foster employee trust and engagement. In the same context, COS employees demonstrate stronger motivation and confidence when organizational goals and procedures are well-defined and effectively communicated.

Table 3.2: The Influence on the achievement of Organizational Goals of COS employees in terms of Challenge

INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION	RANK
1. The limited Plantilla position hinders management plan in terms of providing personal growth and advancement to its employees (COS)	3.30	Strongly Agree	1
2. The employees (COS) just wanted to remain in their comfort zones	2.72	Agree	5
3. Lack of clear, adequate and tailored fit trainings for COS employees	2.99	Agree	2
4. Miscommunication due to information overload from too many messages	2.88	Agree	3
5. Poor / non-implementation of plans and programs for growth and development of (COS)	2.83	Agree	4
OVERALL WEIGHTED MEAN	2.94		
Legend: 3.26 – 4.00 Strongly Agree (SA)		1.76 – 2.50 Disagree (D)	
2.51 – 3.25 Agree (A)		1.00 – 1.75 Strongly Disagree (SD)	

Table 3.2 presents an overall weighted mean of 2.94, verbally interpreted as “Agree,” which indicates that respondents generally acknowledge challenges as a factor influencing the achievement of organizational goals. The result implies that COS employees recognize the existence of certain barriers that limit their growth and performance within the organization. The indicator *“The limited Plantilla position hinders management plan in terms of providing personal growth and advancement to its employees (COS)”* obtained the highest mean of 3.30, interpreted as Strongly Agree, suggesting that the lack of permanent positions remains a significant challenge affecting employees’ motivation and opportunities for advancement. Furthermore, the item *“Lack of clear, adequate, and tailored-fit trainings for COS employees”* ranked second with a mean of 2.99, showing that employees feel the need for more structured and targeted development programs to strengthen their competencies and readiness for higher responsibilities.

In contrast, the indicator *“The employees (COS) just wanted to remain in their comfort zones”* registered

Table 3.3: The Influence on the achievement of Organizational Goals of COS employees in terms of Feedback

INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION	RANK
1. Open communication channels provide a window for good feedback mechanism	3.28	Strongly Agree	2
2. Providing physical and digital space for (COS) to submit ideas and concerns	3.17	Agree	5
3. Incorporating new concepts, ideas and suggestion on areas requiring improvements	3.18	Agree	4
4. Enhancing productivity through continuous improvement	3.26	Strongly Agree	3
5. Management conducts Annual Performance Review	3.47	Strongly Agree	1
OVERALL WEIGHTED MEAN	3.27		
Legend: 3.26 – 4.00 Strongly Agree (SA) 1.76 – 2.50 Disagree (D)			
2.51 – 3.25 Agree (A) 1.00 – 1.75 Strongly Disagree (SD)			

Table 3.3 shows an overall weighted mean of 3.27, verbally interpreted as “Strongly Agree,” indicating that respondents view feedback mechanisms as an essential factor influencing the achievement of organizational goals. The result implies that COS employees value the presence of

the lowest mean of 2.72, interpreted as Agree, which reveals that while some employees may be hesitant to take on new challenges, organizational limitations also contribute to this mindset. Overall, the findings imply that the challenges faced by COS employees stem not only from individual attitudes but also from institutional constraints such as limited opportunities, insufficient training, and communication gaps. Addressing these issues through clearer development plans, improved communication systems, and equitable opportunities for advancement may help reduce work barriers and enhance the employees’ ability to contribute effectively to organizational goals.

This result is consistent with Memon et al. (2020), who found that inadequate training and lack of career development opportunities significantly reduce employee motivation and engagement. Similarly, COS employees face lower morale when limited advancement prospects hinder their professional growth.

effective communication channels and performance evaluations that allow them to express their ideas and receive constructive input from management. The indicator *“Management conducts Annual Performance Review”* obtained the highest mean of 3.47, interpreted as Strongly Agree, suggesting that regular evaluations

serve as a significant motivator for employees to improve and align their performance with organizational standards. Likewise, “*Open communication channels provide a window for good feedback mechanism*” ranked second with a mean of 3.28, showing that employees appreciate transparency and the opportunity to voice their opinions, which fosters trust and cooperation in the workplace.

In comparison, the indicator “*Providing physical and digital space for COS to submit ideas and concerns*” had the lowest mean of 3.17, verbally interpreted as Agree, which means that while employees recognize existing platforms for communication, they may not always be sufficient or consistently utilized. Despite this, the overall findings

emphasize that feedback plays a vital role in promoting employee engagement, accountability, and productivity. Ensuring open dialogue and consistent feedback sessions can help strengthen work relationships, improve individual performance, and sustain a culture of continuous improvement toward achieving organizational goals.

This result is consistent with Van Woerkom and Kroon (2020), who found that strengths-based performance appraisals enhance employees’ motivation to improve by increasing perceived supervisor support. In addition, they noted that regular recognition and constructive evaluations help sustain engagement and strengthen trust between supervisors and employees.

Table 3.4: The Influence on the achievement of Organizational Goals of COS employees in terms of Goal Commitment

INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION	RANK
1. Setting SMART (Specific, Measurable, Achievable, Realistic and Time bound) Goals	3.37	Strongly Agree	1
2. Involving the Employees in the Process (more participation in goal setting)	3.24	Agree	2
3. Management is providing feedback from the accomplished task	3.20	Agree	4
4. Acknowledging Achievers and Celebrate with their Success	3.22	Agree	3
5. Encourages a culture of transparency and accountability	3.22	Agree	3
OVERALL WEIGHTED MEAN	3.25	Agree	

Legend: 3.26 – 4.00 Strongly Agree (SA)

1.76 – 2.50 Disagree (D)

2.51 – 3.25 Agree (A)

1.00 – 1.75 Strongly Disagree (SD)

Based on Table 3.4, the overall weighted mean of 3.25, verbally interpreted as “Agree,” reveals that respondents perceive goal commitment as an important factor influencing the achievement of organizational objectives. The result signifies that COS employees recognize the value of aligning their individual goals with the organization’s vision, though there remains room to strengthen their engagement and participation in goal attainment. The indicator “*Setting SMART (Specific, Measurable, Achievable, Realistic, and Time-bound) goals*” recorded the highest mean of 3.37, interpreted as Strongly Agree, which implies that employees are more

motivated when expectations are clearly defined and achievable. This finding emphasizes that having structured and realistic goals enables employees to focus on measurable outcomes that contribute directly to organizational success.

Meanwhile, the indicator “*Management is providing feedback from the accomplished task*” obtained the lowest mean of 3.20, interpreted as Agree, suggesting that although feedback mechanisms exist, these could be enhanced to ensure regular communication and continuous improvement. The findings collectively demonstrate that COS employees show a positive level of goal commitment, particularly

when guided by clear objectives and supported by recognition and feedback. To sustain and strengthen this motivation, management should promote participatory goal setting and provide consistent follow-ups that reinforce accountability, learning, and alignment with organizational priorities.

This result aligns with [Tenney \(2024\)](#), who argues that clearly defined goals energize employees by giving direction and purpose. When COS employees know exactly what's expected of them, they tend to commit more fully to achieving those goals.

Table 3.5: The Influence on the achievement of Organizational Goals of COS employees in terms of Task Complexity

INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION	RANK
1. The management consider the difficulty of the task when setting goals	3.09	Agree	5
2. The Job Assignment (workload) is aligned with their credentials and capability	3.11	Agree	4
3. Minimizing perceived level of difficulty through coaching and mentoring	3.13	Agree	3
4. Providing briefing and/or reorientation on the new work assignment	3.16	Agree	2
5. Overcoming complexity through openness and support environment	3.23	Agree	1
OVERALL WEIGHTED MEAN	3.14	Agree	

Legend: 3.26 – 4.00 Strongly Agree (SA)

1.76 – 2.50 Disagree (D)

2.51 – 3.25 Agree (A)

1.00 – 1.75 Strongly Disagree (SD)

As presented in Table 3.5, the overall weighted mean of 3.14, verbally interpreted as "Agree," indicates that respondents generally perceive task complexity as a manageable factor that influences the achievement of organizational goals. This suggests that COS employees acknowledge that while some tasks may be challenging, they are able to handle them effectively when adequate support and guidance are provided. Among the indicators, "Overcoming complexity through openness and support environment" obtained the highest mean of 3.23, interpreted as Agree, implying that employees are more confident and productive when the management fosters open communication and provides assistance in accomplishing complex assignments. The statement "Providing briefing and/or reorientation on the new work assignment" ranked second with a mean of 3.16, showing that clear instructions and guidance play an essential role in reducing confusion and ensuring better performance.

Meanwhile, the indicator "The management considers the difficulty of the task when setting goals" had the lowest mean of 3.09, still interpreted as Agree, which suggests that although employees recognize some level of consideration from management, there remains a need for greater attention to workload distribution and goal-setting strategies. Overall, the findings indicate that COS employees view task complexity as an important aspect that can be managed through effective communication, coaching, and a supportive work environment. This implies that management should continue providing clear briefings, mentoring, and workload alignment to help employees overcome task-related challenges and maintain efficiency in achieving organizational objectives.

This finding backs [Zhenjing et al. \(2022\)](#), who found that a supportive workplace environment, including clear instructions and oversight, helps employees manage complex tasks effectively by bolstering their commitment and performance.

Table 3.6: The Influence on the achievement of Organizational Goals of COS employees in terms of Strategies

INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION	RANK
1. The management develop an overall plan for personnel growth and advancement	3.12	Agree	5
2. Aligning development with the management's mission and vision	3.25	Agree	2
3. Identifying and removing barriers for development	3.13	Agree	4
4. Creating a personalized development plan that outlines personal growth	3.15	Agree	3
5. A Career Pathing that is anchored on education, training and level of skills attained for further advancement	3.28	Strongly Agree	1
OVERALL WEIGHTED MEAN	3.19	Agree	

1.76 – 2.50 Disagree (D)

1.00 - 1.75 Strongly Disagree (SD)

employees see efforts from management, comprehensive strategies for personnel development could still be enhanced. Overall, the findings demonstrate that COS employees are motivated when strategic initiatives are purpose-driven and linked to their professional growth. Strengthening long-term development plans, providing continuous learning opportunities, and maintaining alignment with organizational objectives will help reinforce employee motivation and ensure sustainable achievement of goals.

This result is consistent with [Westerman and Lundberg \(2023\)](#), who emphasized that offering visible career paths and continuous learning opportunities strengthens employee motivation and engagement. The authors also noted that organizations aligning employee development initiatives with long-term strategies foster higher retention and a culture of sustained growth.

4. A significant relationship between employee's motivation and influences on the achievement of Organizational Goals of COS employees

In contrast, the indicator *“The management developed an overall plan for personnel growth and advancement”* recorded the lowest mean of 3.12, interpreted as Agree, which indicates that although

Table 4: Test of significant relationship between employee's motivation and influences on the achievement of Organizational Goals of COS employees

MOTIVATIONAL FACTORS	INFLUENCES ON THE ACHIEVEMENT OF ORGANIZATIONAL GOALS	r value	P value	Remarks	Decision
THE WORK ITSELF AND RESPONSIBILITY	Specificity	.666**	0	Significant	Reject Ho
	Challenge	0.031	0.761	No Significant	Accept Ho
	Feedback	.500**	0	Significant	Reject Ho
	Goal Commitment	.541**	0	Significant	Reject Ho
	Task Complexity	.591**	0	Significant	Reject Ho
	Strategies	.561**	0	Significant	Reject Ho
ACHIEVEMENT AND RECOGNITION	Specificity	.624**	0	Significant	Reject Ho
	Challenge	-0.103	0.308	No Significant	Accept Ho
	Feedback	.515**	0	Significant	Reject Ho
	Goal Commitment	.548**	0	Significant	Reject Ho
	Task Complexity	.651**	0	Significant	Reject Ho
	Strategies	.600**	0	Significant	Reject Ho
PERSONAL GROWTH AND ADVANCEMENT	Specificity	.585**	0	Significant	Reject Ho
	Challenge	-0.168	0.094	No Significant	Accept Ho
	Feedback	.515**	0	Significant	Reject Ho
	Goal Commitment	.559**	0	Significant	Reject Ho
	Task Complexity	.644**	0	Significant	Reject Ho
	Strategies	.623**	0	Significant	Reject Ho
BUREAUCRACY AND JOB SECURITY	Specificity	.672**	0	Significant	Reject Ho
	Challenge	-0.146	0.146	No	Accept Ho

RELATIONSHIPS AND WORK CONDITIONS				Significant	
	Feedback	.526**	0	Significant	Reject Ho
	Goal Commitment	.592**	0	Significant	Reject Ho
	Task Complexity	.690**	0	Significant	Reject Ho
	Strategies	.651**	0	Significant	Reject Ho
	Specificity	.701**	0	Significant	Reject Ho
	Challenge	0.02	0.843	No Significant	Accept Ho
	Feedback	.630**	0	Significant	Reject Ho
	Goal Commitment	.660**	0	Significant	Reject Ho
	Task Complexity	.703**	0	Significant	Reject Ho
	Strategies	.686**	0	Significant	Reject Ho

**Correlational at the level 0.05 (Two-tailed) Significance at the level 0.05

Size of Correlation	Interpretation
.90 to 1.00 (–.90 to –1.00)	Very high positive (negative) correlation
.70 to .90 (–.70 to –.90)	High positive (negative) correlation
.50 to .70 (–.50 to –.70)	Moderate positive (negative) correlation
.30 to .50 (–.30 to –.50)	Low positive (negative) correlation
.00 to .30 (.00 to –.30)	negligible correlation

Table 4 presents the correlation results between motivational factors and the achievement of organizational goals among COS employees. The computed correlation coefficients (r-values) and significance levels (p-values) reveal that most motivational factors are significantly related to organizational goal achievement at the 0.01 level of significance (two-tailed). Specifically, *specificity* ($r = .666^{**}$ to $.701^{**}$), *feedback* ($r = .500^{**}$ to $.630^{**}$), *goal commitment* ($r = .541^{**}$ to $.660^{**}$), *task complexity* ($r = .591^{**}$ to $.703^{**}$), and *strategies* ($r = .561^{**}$ to $.686^{**}$) all show moderate to high positive correlations, indicating that when these factors are effectively

implemented, employees tend to perform better and align more strongly with organizational objectives. These results further suggest that COS employees are motivated and become more productive when goals are clearly defined, feedback is continuous, workloads are appropriately managed, and developmental strategies are in place.

In contrast, *challenge* consistently yielded non-significant correlations across all variables ($r = .031$ to $-.168$, $p > .05$), leading to the acceptance of the null hypothesis. This implies that while other factors positively influence employee motivation, challenge alone does not significantly predict organizational

goal achievement among COS employees. The overall results emphasize that well-defined systems such as clear goal-setting, effective feedback mechanisms, and supportive strategies enhance motivation and contribute to organizational success. Meanwhile, excessive or unclear challenges may hinder rather than drive performance. Hence, management should focus on reinforcing clarity, structure, and support in

goal implementation while ensuring that employees are guided and equipped to overcome work-related difficulties.

5. A significant difference in the employees' performance evaluation and the influences on the achievement of organizational goals of COS employees

Table 5: Test of significant difference in the employee's performance evaluation and the influences on the achievement of Organizational Goals of COS employees

INFLUENCES ON THE ACHIEVEMENT OF ORGANIZATIONAL GOALS	EMPLOYEES PERFORMANCE EVALUATION AS RATED BY THE SUPERVISOR	Mean	X2-Value	p-value	Remarks	
Specificity	135 and above (outstanding)	3.24	1.364	0.243	No Significant	Accept Ho
	99-134 (very satisfactory)	3.33				
Challenge	135 and above (outstanding)	3.06	3.212	0.073	No Significant	Accept Ho
	99-134 (very satisfactory)	2.85				
Feedback	135 and above (outstanding)	3.2	1.802	0.179	No Significant	Accept Ho
	99-134 (very satisfactory)	3.33				
Goal Commitment	135 and above (outstanding)	3.15	4.968	0.026	Significant	Reject Ho
	99-134 (very satisfactory)	3.33				
Task Complexity	135 and above (outstanding)	3.05	1.992	0.158	No Significant	Accept Ho
	99-134 (very satisfactory)	3.22				
Strategies	135 and above (outstanding)	3.12	1.933	0.164	No Significant	Accept Ho
	99-134 (very satisfactory)					

The significance level is .050.

Table 5 presents the test of significant difference between the employee's performance evaluation and their influence on the achievement of organizational goals. Results show that most of the computed p-values are greater than the 0.05 level of significance, indicating no significant difference between the two performance evaluation groups (employees rated 135 and above – *outstanding* and 99–134 – *very satisfactory*). This implies that both groups share similar perceptions of how factors such as *specificity* ($p = .243$), *challenge* ($p = .073$), *feedback* ($p = .179$), *task complexity* ($p = .158$), and *strategies* ($p = .164$) affect organizational goal attainment. The findings suggest that regardless of the employee's performance rating, their understanding of these factors remains consistent, reflecting a uniform appreciation of the organization's systems and performance mechanisms.

However, the factor *goal commitment* obtained a p-value of .026, which is less than the 0.05 level of significance, indicating a significant difference between the two groups. This means that employees rated as *very satisfactory* and *outstanding* differ in their perceptions of goal commitment and its influence on achieving organizational objectives. The result implies that employees with higher performance ratings

demonstrate stronger commitment toward achieving goals, likely due to their higher sense of responsibility, initiative, and alignment with organizational priorities. Overall, the results emphasize that while most motivational factors are equally perceived across employee groups, strengthening goal commitment could further enhance performance consistency and sustain organizational success.

PROPOSED ACTION PLAN FOR ENHANCING JOB SECURITY AND BUREAUCRACY THAT ALIGNS WITH THE HUMAN RESOURCE OBJECTIVES

Our plan of action / strategy focuses more on the job security and bureaucracy which had a moderate influence. However, based on the results of our study it did not strongly demotivate engaged employees.

For a Contract of Service (COS) employee in the government, job security is not an inherent right as they are not covered by Civil Service laws and generally lack security of tenure. Instead, their continued engagement relies on specific **Key Result Areas (KRAs)** related to performance, the necessity of the function, and alignment with agency policies and available funding.

Key Results Area	Objectives	Strategies / Activity	Persons Involved	Resources	Estimated Budget	Timelines / Project Time Frame	Success Indicator
JOB SECURITY							
Exceptional Performance / COS Employees Development	The primary goal is to transition from a CoS arrangement to a permanent, itemized position within the government service.	<ol style="list-style-type: none"> Understanding their Status and Rights Providing Excellent Service Monitor and Invite qualified applicants for the 	HR Team; Legal Team COS HR, COS	Agency Manual, Internal Policies and Procedure and Training Budget	P700,000.00 based on the average of 100 COS employees	On an Annual basis (subject to review annually)	Individual Performance Commitment and Review (IPCR); Recommendations for Promotions, Certificate of Recognition for

Key Results Area	Objectives	Strategies / Activity	Persons Involved	Resources	Estimated Budget	Timelines / Project Time Frame	Success Indicator
		vacant position 4. Provides Professional Development	Teams from HR and Budget / Finance				Perfect Attendance; Exemplary Performance
BUREAUCRACY							
Efficient, Economical and flexible in performing government operations	The primary objective of the Philippine bureaucracy is to acquire specialized services or to perform intermittent or piece of work for a specific, limited duration	1. Document everything for future references 2. Follows proper protocols (channel) 3. Lines of communication should always be open 4. Focus on the Mission which is a Commitment to Provide Public Service	Teams from HR Agency wide (thru the Directors / Managers including the COS employees	Existing Logistics in terms of supplies and materials issued including equipment, Training Budget	Agency Budget / National Budget based on Approved GAA	Based on annual operations of the agency / national office which is subject to oversight / review	Compliance to Memos, Circulars, Executive Orders, Internal Policies and Procedures, Annual Financial Reports

V. CONCLUSION

This research examined the connection between employee motivation, performance evaluation, and the achievement of organizational goals among Contract of Service (COS) employees in National Government Agencies (NGAs) in Quezon

City. The study found that COS employees are primarily motivated by intrinsic factors like meaningful work, recognition, and growth opportunities, with a positive work environment also playing a significant role. While bureaucracy and job security had a moderate influence, this did not strongly demotivate engaged employees.

Performance evaluations consistently showed high efficiency and competence among COS employees. The achievement of organizational goals was strongly linked to clear goal specificity, effective feedback, and well-defined strategies, though "challenge" did not significantly correlate with increased motivation. A strong relationship was observed between most motivational factors and goal achievement. Notably, "Outstanding" performers showed higher goal commitment than "Very Satisfactory" performers.

The study concludes that government agencies should prioritize strengthening intrinsic motivators through meaningful work, recognition, and professional development programs. Additionally, focusing on clear goal setting, transparent feedback, and supportive work environments is crucial for sustaining high motivation and performance among COS employees, while also addressing concerns regarding job security and bureaucracy.

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foundation for this study. Their insights were instrumental in shaping our understanding of employee motivation, performance evaluation, and organizational goals.

This research would not have been possible without the collective support and collaboration of these individuals and groups. We hope that the findings presented herein will contribute meaningfully to the understanding and improvement of motivation and performance evaluation systems for Contract of Service employees in the Philippine public sector.

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