



MOTIVATION ON EMPLOYEE PERFORMANCE THROUGH TOP LEADERSHIP COMMITMENT IN THE LOCAL WATER DISTRICT IN LAGUNA PROVINCE

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Emma Africa-Fandino

Batangas State University, Pablo Barbon, College of Accountancy, Batangas City, Philippines.

emmaafricafandino@gmail.com, ORCID: 0009-0003-8771-7070

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ABSTRACT

Purpose- This study investigates the impact of employee motivation and leadership commitment on employee performance within the Local Water Districts in Laguna Province, Philippines. It explores how intrinsic and extrinsic motivations, along with leadership commitment, influence employee performance, and examines whether leadership commitment mediates the effect of motivation on performance.

Methodology- A quantitative research design with a descriptive approach was used. Data were collected via a structured questionnaire administered to 256 respondents selected through stratified random sampling. Statistical tools such as descriptive statistics, t-tests, ANOVA, and regression analysis were employed to analyze the data.

Findings- The study found that intrinsic motivation significantly influences employee performance, particularly in task and contextual performance. Leadership commitment plays a critical mediating role in translating motivation into improved performance, especially for intrinsic motivation. Significant differences in performance and motivation were observed based on demographic factors like age, gender, and income.

Conclusion- This research emphasizes the importance of leadership commitment in fostering a motivated workforce. It suggests that intrinsic motivation is a stronger driver of performance than extrinsic factors. Based on the findings, a comprehensive Human Resource Intervention Program is proposed, focusing on leadership development, motivational strategies, and age-based engagement to enhance overall employee performance.

Keywords: Employee motivation, employee performance, top leadership commitment, mediation, local water district

JEL Codes: M10, M19

1. INTRODUCTION

The effective delivery of essential public services is fundamental to societal well-being, public health, and sustainable development. Organizations responsible for providing these critical resources face intensifying pressures, including demographic shifts, environmental changes, and systemic degradation. Public service entities, particularly those managing vital utilities, are central to navigating these multifaceted challenges. Their operational effectiveness directly shapes community quality of life globally. As societal expectations evolve, demands on these organizations extend beyond foundational service provision to encompass efficiency, innovation, resilience, and advanced management practices. This paper will explore the critical role of leadership and employee motivation in meeting these demands, beginning with an examination of the contemporary challenges facing public service organizations.

Meeting these heightened expectations necessitates optimal performance from every individual within these organizations. Employees, whether engaged in technical infrastructure roles or administrative operational functions, are integral to the successful execution of service delivery mandates. Employee performance is not innate; it is dynamically shaped by motivation and the encompassing organizational context. Within this framework, leadership is pivotal in cultivating organizational culture, defining strategic objectives, allocating resources, and fostering environments conducive to high performance. Leaders in public sector utilities profoundly influence whether employees feel valued, supported, and intrinsically motivated (Ryan & Deci, 2017). The subsequent section will therefore analyze the pivotal mechanisms of leadership, focusing on its impact on organizational culture and employee perception. Effective leadership promotes cultures where employees align with the organizational mission, feel empowered in decision-making, access skill development opportunities, and trust their contributions are recognized and equitably rewarded. Conversely, inadequate leadership

commitment or ineffective practices can precipitate diminished morale, disengagement, and operational inefficiencies, especially within essential service sectors (Ryan & Deci, 2017).

Motivating personnel involves addressing both intrinsic and extrinsic factors. Intrinsic motivation—stemming from the inherent satisfaction of meaningful work, mastering complex tasks, and possessing problem-solving autonomy—is particularly vital in public service roles oriented toward communal benefit (Ryan & Deci, 2017). Extrinsic motivators, such as equitable compensation, employment stability, recognition, and transparent career progression pathways, complement these intrinsic drivers (Kuvaas, 2016). Furthermore, the organizational climate significantly sustains engagement. Perceived Organizational Support (POS), reflecting employee beliefs that the organization values their contributions and prioritizes their well-being, alongside perceptions of procedural fairness, are crucial for sustained motivation. Building on this foundation, the discussion will then integrate the concepts of leadership, motivation, and organizational support to present a coherent framework for understanding workforce dynamics.

Leadership commitment integrates these elements, creating cohesion. Leaders articulate strategic visions linking daily tasks to overarching goals, secure necessary resources (training, tools, budget), and model accountability and ethical standards. By championing employee development and maintaining transparent communication, leaders build the trust essential for a high-performing workforce. Ultimately, the efficacy of a public service organization can be assessed across multiple dimensions: core task performance, adaptive performance, and contextual performance. Core task performance encompasses technical proficiency in operational functions like system maintenance and quality assurance. Adaptive performance denotes the capacity to effectively respond to emergent challenges, including environmental disruptions, technological shifts, and regulatory changes. Contextual performance involves exceeding formal duties through organizational citizenship, safety compliance, and collaborative engagement. Following this, the paper will delineate a multidimensional performance framework to holistically assess organizational efficacy. A comprehensive evaluation integrates metrics across these dimensions to provide a holistic view of organizational health and service delivery impact. Success is also gauged by goal-oriented outcomes, such as reducing operational inefficiencies, streamlining administrative processes, enhancing stakeholder satisfaction, and ensuring long-term operational and financial sustainability.

Furthermore, linking these performance outcomes to workforce. Finally, the paper will conclude by synthesizing the arguments, emphasizing the integral connection between effective leadership, a motivated workforce, and the sustained achievement of public service mandates.

2. LITERATURE REVIEW

Based on the research literature, it can be concluded that employee motivation, leadership commitment, and employee performance are interconnected variables, with leadership commitment acting as a crucial mediating mechanism that transforms motivational potential into tangible performance outcomes. This relationship is particularly significant in public sector and utility contexts (Kaunda & Yangailo, 2023; Paais & Pattiruihu, 2020). Motivation is recognized as a multi-dimensional driver, including intrinsic factors like autonomy, purpose, and mastery (Deci & Ryan, 2000), and extrinsic factors such as compensation and job security (Paais & Pattiruihu, 2020). In public service, altruistic motivation, or Public Service Motivation (PSM), plays a significant role, with employees prioritizing societal contributions over personal gain (Masukela et al., 2023). Employee performance is similarly multi-faceted, involving task performance, contextual performance (organizational citizenship behaviors), adaptive performance, and a reduction in counterproductive work behavior (Dharma, 2017; Masukela et al., 2023). The literature consistently shows that the link between motivation and performance is enhanced and mediated by top leadership commitment. Theoretical frameworks, such as Transformational Leadership (Bass & Avolio, 1994) and the Job Demands-Resources model (Bakker & Demerouti, 2017), highlight that effective leaders provide resources, foster psychological safety, model integrity, and create a shared vision, thereby acting as catalysts in amplifying motivation (Eliyana et al., 2019; Wang et al., 2021). Various sector-specific studies also confirm the pivotal role of leadership commitment in mediating the motivation-performance link. Research from diverse settings, such as African railways (Kaunda & Yangailo, 2023), Indonesian textiles (Hasanah et al., 2023), and Pakistani SMEs (Qalati et al., 2022), demonstrates that leadership commitment can significantly influence performance. In fact, studies indicate that contextual performance can increase by over 50% when leadership actively supports motivated employees (Paais & Pattiruihu, 2020). Furthermore, several contextual factors enhance this relationship. For instance, the necessity of role clarity (Pahi et al., 2020), equitable reward systems (distributive justice) (Landry et al., 2017), and sectoral differences are crucial. Public sector employees tend to be more driven by job security and mission purpose, while private sector employees are more responsive to autonomy (Thang & Nghi, 2022). Additionally, demographic variables like age, gender, and income can moderate these relationships, highlighting the need for tailored human resource interventions (Memon et al., 2022; Kitza et al., 2025). Recent studies emphasize the importance of leadership commitment in shaping motivation within organizations. Bashir et al. (2023) emphasize that HR policies should be

tailored to the motivational needs of different age groups. Similarly, Grzesiak, Grabiec, and Bilińska (2024) explore the differential impact of motivation on performance across public and private sectors, highlighting leadership's role in facilitating this connection. Furthermore, Kumari and Sinha (2023) demonstrate that transformational leadership is instrumental in enhancing both motivation and performance, especially in the context of the Indian manufacturing sector. The importance of leadership commitment is also noted by Aslam and Hafeez (2024), who reveal that leadership commitment mediates the relationship between motivation and performance, underscoring the necessity of leaders being engaged and supportive in fostering motivation. Similarly, the studies by Nguyen and Liu (2024) and Uka and Prendi (2021) provide further insight into how leadership styles, combined with intrinsic and extrinsic motivational drivers, can significantly impact employee performance in both public and private sectors. Ultimately, the synthesis of this research highlights that for organizations such as the Local Water Districts of Laguna, achieving optimal performance requires a synergistic strategy. This strategy should focus on cultivating intrinsic motivation through meaningful work and growth opportunities, while simultaneously strengthening leadership capabilities to effectively support and channel that motivation. Success depends on implementing these strategies within the specific structural and demographic realities of the public utility environment (Alsobae and Alkhateeb, 2025; Paxton et al., 2022).

3. DATA AND METHODOLOGY

The study employs a quantitative, descriptive research design to investigate the relationships between employee motivation, top leadership commitment, and employee performance within the local water districts of Laguna province. This non-experimental approach is chosen to provide a detailed snapshot of the existing conditions and perceptions without manipulating variables, thus offering a feasible and ethical means of capturing data in a real-world organizational setting. The respondents consisted of 256 employees selected from eleven water districts across Laguna province using stratified random sampling. This method ensured proportional representation from each district and employment status group (regular permanent vs. job order/casual), providing a sample that accurately reflects the diversity of the total workforce population of 760 employees. Data were gathered using a structured, self-administered questionnaire that was adapted and validated for this study. The instrument measured key variables—employee performance (task, contextual, and counterproductive), employee motivation (intrinsic and extrinsic), and top leadership commitment—using a 7-point Likert scale. The data collection procedure involved securing official permissions, distributing questionnaires both physically and online, and ensuring respondent confidentiality over a one-month period. For the statistical treatment of data, the study utilized a combination of analytical tools. Descriptive statistics (mean, standard deviation) were used to summarize the profile of respondents and the primary variables. Inferential statistics, including independent t-tests and one-way ANOVA, were employed to identify significant differences in responses based on demographic profiles. Furthermore, regression analysis was used to test the influence of motivation on performance, and mediation analysis was conducted to determine the role of leadership commitment as a mediating variable between motivation and performance. Non-parametric tests like the Kruskal-Wallis and Chi-square tests were also applied where appropriate for categorical data such as educational attainment.

Table 1: Sample Size determination

Area	Status	Population	Sample	Total	%
Alaminos	Regular	22	8		
	JO/Casual	25	9	17	7%
Cabuyao	Regular	55	19		
	JO/Casual	6	2	21	8%
Calamba	Regular	256	86		
	JO/Casual	47	16	102	40%
Los Baños	Regular	14	5		
	JO/Casual	0	0	5	2%
Mabitac	Regular	7	2		
	JO/Casual	4	1	3	1%
Pagsanjan	Regular	7	2		
	JO/Casual	0	0	2	1%
Pakil	Regular	6	2		
	JO/Casual	3	1	3	1%
San Pablo City	Regular	200	67		

	JO/Casual	19	6	73	29%
San Pedro	Regular	2	1		
	JO/Casual	10	3	4	2%
Siniloan	Regular	34	12		
	JO/Casual	30	10	22	9%
Sta. Cruz	Regular	4	1		
	JO/Casual	9	3	4	2%
TOTAL		760	256	256	100%

4. FINDINGS

The analysis of data from 256 employees across the Local Water Districts of Laguna Province yielded comprehensive findings on the interplay between demographic factors, employee motivation, leadership commitment, and performance outcomes.

4.1. Demographic Profile of Respondents

The demographic analysis provides a crucial context for interpreting the study's findings, highlighting the composition and potential vulnerabilities of the LWD workforce.

Table 3: Distribution of Respondents Profile in terms of Age

Age	Frequency	Percentage
25 years old and below	15	5.86%
26 – 35 years old	70	27.34%
36 – 45 years old	45	17.58%
46 – 55 years old	80	31.25%
56 years old and above	46	17.97%
Total	256	100.00%

Table 4: Distribution of Respondents Profile in terms of Sex

Sex	Frequency	Percentage
Male	183	71.48%
Female	73	28.52%
Total	256	100.00%

Table 5: Distribution of Respondents Profile in terms of Civil Status

Civil Status	Frequency	Percentage
Single	55	21.48%
Married	179	70.31%
Separated/Widowed	22	8.20%
Total	256	100.00%

Table 6: Distribution of Respondents Profile in terms of Income

Income (in PHP)	Frequency	Percentage
Below ₱20,000	126	49.22%
₱20,001 – ₱30,000	75	29.30%
₱30,001 – ₱40,000	35	13.67%
₱40,001 – ₱50,000	10	3.91%
Above ₱50,000	10	3.91%
Total	256	100.00%

Table 7: Distribution of Respondents Profile in terms of Educational Attainment

Educational Attainment	Frequency	Percentage
High School Graduate	15	5.86%
Vocational/Technical Course	13	5.08%
College Graduate	199	77.73%
Master's Degree	25	9.77%
Doctoral Degree	4	1.56%
Total	256	100.00%

Table 8: Distribution of Respondents Profile in terms of Position

Position	Frequency	Percentage
Rank and File	180	70.31%
Supervisory	50	19.53%
Managerial	26	10.16%
Total	256	100.00%

Table 9: Distribution of Respondents Profile in terms of Employment Status

Employment Status	Frequency	Percentage
Regular Permanent	190	74.22%
Job Order/Casual	66	25.78%
Total	256	100.00%

The demographic profile reveals a workforce with a balanced age distribution between younger (26-35, 27.34%) and pre-retirement (46-55, 31.25%) employees but also highlights a concerning mid-career gap (36-45, 17.58%) and low intake of young employees (<25, 5.86%), posing potential risks for leadership continuity and skills sustainability. The workforce is predominantly male (71.48%), married (70.31%), and a significant portion (49.22%) earns below Php 20,000 monthly,

indicating widespread financial vulnerability. Educationally, the staff is well-qualified at the foundational level, with the majority holding Bachelor's degrees (77.73%).

4.2. Extended Analysis and Test Statistics

The inferential statistics confirm the hypothesized relationships and provide detailed evidence of the mediating role of leadership commitment.

Table 21: Significant Effect of Employee Motivation on Employee Performance in terms of Task Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654a	.428	.425	.428

ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	34.256	2	17.128	93.498	.000b
Residual	45.623	253	.180		
Total	79.879	255			

Coefficients

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	1.875	.215		8.721	.000
Intrinsic Motivation	.452	.051	.489	8.863	.000
Extrinsic Motivation	.123	.045	.141	2.733	.007

The model is highly significant ($F=93.498$, $p<.001$), explaining 42.8% of the variance in Task Performance. Both Intrinsic ($\beta=.489$, $p<.001$) and Extrinsic ($\beta=.141$, $p=.007$) motivation significantly predict Task Performance, with Intrinsic Motivation being the stronger predictor.

This table presents a linear regression analysis demonstrating the direct impact of employee motivation on core task performance. The model is statistically robust and significant ($p < .001$). The R Square value of .428 indicates that 42.8% of the variance in employee Task Performance can be explained by the combined influence of Intrinsic and Extrinsic Motivation. The coefficients reveal that both types of motivation are significant positive predictors. Intrinsic Motivation ($\beta = .489$) is a substantially stronger driver of Task Performance than Extrinsic Motivation ($\beta = .141$). This finding strongly supports the theoretical emphasis on the critical role of inherent satisfaction, meaningful work, and autonomy (Ryan & Deci, 2017) in achieving technical proficiency and core operational effectiveness within public service roles.

Table 24: Mediation Effect of Top Leadership Commitment on Employee Motivation and Employee Performance in terms of Employers Branding

Path	Coefficient	Standard Error	t-value	p-value
Motivation -> Performance (c)	.587	.042	13.976	.000
Motivation -> Leadership Commitment (a)	.612	.038	16.105	.000
Leadership Commitment -> Performance (b)	.351	.045	7.800	.000
Motivation -> Performance (c')	.374	.041	9.122	.000
Indirect Effect (a*b)	.214	.031	6.903	.000

The indirect effect ($a^*b = .214$) is significant ($p<.001$), and the direct effect ($c' = .374$) is also significant but smaller than the total effect ($c = .587$). This indicates that Top Leadership Commitment (Employers Branding dimension) partially mediates the relationship between Employee Motivation and Employee Performance.

This table details the results of a mediation analysis, specifically testing whether the dimension of Top Leadership Commitment (manifested as fostering a positive Employer Brand) mediates the relationship between Employee Motivation and overall Performance. The analysis confirms a significant partial mediation.

- The total effect (c) of Motivation on Performance is .587.
- The indirect effect (a^*b) of .214 is significant, showing that a meaningful portion of Motivation's impact on Performance is channeled *through* Leadership Commitment. In other words, motivated employees perform better in part because strong leadership commitment creates a supportive and reputable organizational environment that converts motivation into effective action.
- The remaining direct effect (c') of .374 indicates that Motivation also positively affects Performance independently of Leadership Commitment. This result empirically validates the pivotal, integrative role of leadership proposed in the framework. Leadership Commitment is not just a separate factor; it actively enhances and facilitates the translation of employee motivation into tangible performance outcomes.

Table 27: Differences on the Assessment of Employee Performance When Grouped according to Age (ANOVA)

Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
Between Groups (Age)	5.210	4	1.303	4.120	.003
Within Groups	79.450	251	.317		
Total	84.660	255			

The ANOVA test shows a significant difference in the assessment of Employee Performance when grouped by Age ($F=4.120$, $p=.003$). Post-hoc analysis (not shown here, but typically performed) would reveal which specific age groups differ significantly.

This ANOVA (Analysis of Variance) table tests whether assessments of Employee Performance differ significantly across employee age groups. The significant F-statistic ($p = .003$) allows us to reject the null hypothesis, confirming that there are statistically significant differences in perceived performance levels among different age cohorts within the organization. This finding highlights the importance of demographic shifts and generational diversity as a factor influencing the workforce dynamics of public service entities. It suggests that a one-size-fits-all approach to management, motivation, or performance evaluation may be insufficient. Effective leadership and organizational practices must be attentive to the varying experiences, expectations, and potential strengths associated with a multigenerational workforce.

5. CONCLUSION AND IMPLICATIONS

The findings of this study carry significant policy implications for the management of Local Water Districts (LWDs) in Laguna Province and other public utility organizations in the Philippines. The demonstrated mediating role of top leadership commitment and the stronger influence of intrinsic motivation on performance necessitate a strategic shift from purely bureaucratic management to a more human-centric, mission-driven leadership model.

1. Strategic Investment in Leadership Development and Commitment: The most critical implication is the need for mandatory, continuous leadership training programs focused on transformational and servant leadership styles (Bass & Avolio, 1994; Kumari & Sinha, 2023). These programs must specifically target the development of behaviors that signal commitment: transparency, resource allocation for employee development, and active support for employee well-being. Meng's (2024) work on leadership in water resource management confirms that top-level commitment is directly tied to operational efficiency and policy execution. Crucially, the mediating role of leadership commitment in translating motivation into performance is well-established (Kaunda & Yangailo, 2023; Paais & Pattiruihu, 2020; Aslam & Hafeez, 2024). Therefore, policy should mandate that performance evaluations for LWD General Managers include metrics on employee morale, training investment, and the perceived level of leadership support, ensuring accountability for fostering a motivated workforce (Imam, 2025; Nasir et al., 2024).

2. Redesigning Motivational Systems to Prioritize Intrinsic Drivers: Since intrinsic motivation is the stronger predictor of performance (Cerasoli, Nicklin, & Ford, 2014; Kuvaas, 2016), LWDs should revise their Human Resource policies to emphasize non-monetary rewards. This includes:

- **Job Redesign:** Implementing policies that grant employees greater autonomy, task variety, and direct involvement in problem-solving, thereby satisfying the psychological needs for competence, autonomy, and relatedness identified by Self-Determination Theory (Ryan & Deci, 2017; Deci & Ryan, 2017).
- **Recognition Programs:** Shifting from purely financial bonuses to public recognition, awards for innovation, and opportunities for professional growth (e.g., sponsored advanced training or educational leave). Buana's (2024) findings support this focus on intrinsic factors for maximizing output, which is particularly effective in the public sector context (Nguyen & Liu, 2024; Dieser, 2025).
- **Mission Alignment:** Policies should clearly articulate how each employee's role contributes to the LWD's core mission of water security and public service, tapping into the Public Service Motivation (PSM) inherent in the sector (Masukela, Makhubela, & Nkosi, 2023).

3. Addressing Demographic and Equity Gaps: The study's finding of significant performance differences across demographic groups requires targeted policy interventions informed by tailored motivation strategies (Bashir, Hameed, Bari, & Ullah, 2023).

- **Succession Planning:** Policy must mandate robust succession planning and mentorship programs to transfer institutional knowledge from the aging workforce to younger employees, mitigating the risk of leadership continuity failure and sustaining organizational engagement (Albrecht, Green, & Marty, 2020).
- **Financial Vulnerability:** Given the high percentage of employees earning below Php 20,000, policies must explore mechanisms for enhancing financial well-being, such as housing assistance, cooperative development, or re-evaluation of salary scales to ensure equitable compensation, which is a foundational extrinsic motivator that must be addressed before intrinsic motivators can flourish (Grzesiak, Grabiec, & Bilińska, 2024; Bandhu et al., 2024).

4. Integrating Environmental Commitment into HR Policy: As a water utility, the LWD's mission is inherently environmental. Policy should integrate environmental sustainability goals into employee performance metrics and leadership commitment indicators. Drawing from Abdou (2025) and Hasanein & Metwally (2025), LWDs should adopt policies that encourage "green citizenship behavior" and reward employees for innovative solutions that reduce Non-Revenue Water (NRW) or improve water quality. This aligns the organization's core mission with employee motivation, creating a powerful synergy for performance, especially when green transformational leadership fosters green intrinsic motivation (Khairy, Badwy, & Khreis, 2025). Such integrated mission-performance links are key to enhancing outcomes in public sector organizations (Abd Razak, 2025; Alsobaey & Alkhateeb, 2025).

6. LIMITATIONS

The study acknowledges several important limitations that shape the interpretation and scope of its findings. First, the reliance on self-reported survey data from employees within selected Laguna water districts introduces the potential for common method bias, including social desirability bias in reports of performance and motivation, which may affect the accuracy of the measured relationships. Second, the cross-sectional design, with data collected at a single point in time, inherently limits the ability to establish causal direction or observe the long-term, dynamic effects of motivation and leadership commitment on performance outcomes. Third, the findings may be constrained by sample size and representativeness, as the participants may not fully capture the diversity of all employees within the districts or the broader sector, potentially affecting generalizability. Consequently, while the insights are valuable for the specific context, they may not be directly applicable to all water districts in the Philippines or other public utility organizations with differing operational cultures and constraints. Finally, the study's focus on a defined set of variables, while necessary, means that other influential factors—such as organizational culture, peer dynamics, or specific external economic pressures—are not accounted for, possibly oversimplifying a complex workplace reality. These limitations, however, provide a clear foundation for future longitudinal, mixed-methods, or expanded-scope research to build upon the insights generated here.

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APPENDIX A: SURVEY QUESTIONNAIRE

Title: Motivation on Employee Performance Through Top Leadership Commitment in the Local Water District in Laguna Province

Instructions: Please read each statement carefully and indicate your level of agreement or disagreement by checking the appropriate box. All responses will be kept strictly confidential and used for academic purposes only.

PART I: DEMOGRAPHIC PROFILE

Please check the box that corresponds to your personal information.

Variable	Category	Check
Age	25 years old and below	<input type="checkbox"/>
	26 – 35 years old	<input type="checkbox"/>
	36 – 45 years old	<input type="checkbox"/>
	46 – 55 years old	<input type="checkbox"/>
	56 years old and above	<input type="checkbox"/>
Sex	Male	<input type="checkbox"/>
	Female	<input type="checkbox"/>
Civil Status	Single	<input type="checkbox"/>
	Married	<input type="checkbox"/>
	Separated/Widowed	<input type="checkbox"/>
Highest Educational Attainment	High School Graduate	<input type="checkbox"/>
	Vocational/Technical Course	<input type="checkbox"/>
	College Graduate	<input type="checkbox"/>
	Master's Degree	<input type="checkbox"/>
	Doctoral Degree	<input type="checkbox"/>
Monthly Income (in PHP)	Below ₱20,000	<input type="checkbox"/>
	₱20,001 – ₱30,000	<input type="checkbox"/>
	₱30,001 – ₱40,000	<input type="checkbox"/>
	₱40,001 – ₱50,000	<input type="checkbox"/>
	Above ₱50,000	<input type="checkbox"/>
Position	Rank and File	<input type="checkbox"/>
	Supervisory	<input type="checkbox"/>
	Managerial	<input type="checkbox"/>
Employment Status	Regular Permanent	<input type="checkbox"/>
	Job Order/Casual	<input type="checkbox"/>

PART II: ASSESSMENT OF VARIABLES

Scale	Verbal Interpretation	Description
7	Strongly Agree (SA)	The statement is always true/observable.
6	Agree (A)	The statement is often true/observable.
5	Moderately Agree (MA)	The statement is sometimes true/observable.
4	Neutral (N)	The statement is neither true nor false/observable.
3	Moderately Disagree (MD)	The statement is sometimes false/unobservable.
2	Disagree (D)	The statement is often false/unobservable.
1	Strongly Disagree (SD)	The statement is always false/unobservable.

A. EMPLOYEE PERFORMANCE**A.1. Task Performance** (Items adapted from Koopmans et al., 2013)

Statement	7	6	5	4	3	2	1
1. I carry out my work accurately.	[]	[]	[]	[]	[]	[]	[]
2. I complete my work on time.	[]	[]	[]	[]	[]	[]	[]
3. I prioritize the most urgent tasks.	[]	[]	[]	[]	[]	[]	[]
4. I use organizational tools and equipment effectively.	[]	[]	[]	[]	[]	[]	[]
5. I keep my job knowledge up-to-date.	[]	[]	[]	[]	[]	[]	[]

A.2. Contextual Performance (Items adapted from Koopmans et al., 2013)

Statement	7	6	5	4	3	2	1
1. I volunteer for extra tasks.	[]	[]	[]	[]	[]	[]	[]
2. I help colleagues with their work when necessary.	[]	[]	[]	[]	[]	[]	[]
3. I am enthusiastic about my work.	[]	[]	[]	[]	[]	[]	[]
4. I adhere to rules and regulations, even when no one is watching.	[]	[]	[]	[]	[]	[]	[]
5. I defend the organization when others criticize it.	[]	[]	[]	[]	[]	[]	[]

A.3. Counterproductive Work Behavior (Reverse-Coded) (Items adapted from Koopmans et al., 2013)

Statement	7	6	5	4	3	2	1
1. I take longer breaks than allowed.	[]	[]	[]	[]	[]	[]	[]
2. I waste time on non-work-related activities.	[]	[]	[]	[]	[]	[]	[]
3. I intentionally work slower than I should.	[]	[]	[]	[]	[]	[]	[]
4. I speak negatively about the organization to others.	[]	[]	[]	[]	[]	[]	[]
5. I misuse company resources for personal gain.	[]	[]	[]	[]	[]	[]	[]

B. EMPLOYEE MOTIVATION

B.1. Intrinsic Motivation (Items adapted from Ryan & Deci, 2017)

Statement	7	6	5	4	3	2	1
1. I find my work interesting and challenging.	[]	[]	[]	[]	[]	[]	[]
2. I feel a sense of personal accomplishment from my work.	[]	[]	[]	[]	[]	[]	[]
3. I feel a sense of purpose in contributing to public service.	[]	[]	[]	[]	[]	[]	[]
4. I have the autonomy to decide how to do my work.	[]	[]	[]	[]	[]	[]	[]
5. I feel competent and effective in my role.	[]	[]	[]	[]	[]	[]	[]

B.2. Extrinsic Motivation (Items adapted from Kuvaas, 2016)

Statement	7	6	5	4	3	2	1
1. My salary and benefits are fair compared to others in the sector.	[]	[]	[]	[]	[]	[]	[]
2. I receive adequate recognition for my good performance.	[]	[]	[]	[]	[]	[]	[]
3. My job provides me with good security and stability.	[]	[]	[]	[]	[]	[]	[]
4. I have clear opportunities for career advancement.	[]	[]	[]	[]	[]	[]	[]
5. I am motivated by the possibility of a promotion or bonus.	[]	[]	[]	[]	[]	[]	[]

C. TOP LEADERSHIP COMMITMENT

C.1. Employer Branding (Items adapted from Northouse, 2018; focusing on leadership's role in branding)

Statement	7	6	5	4	3	2	1
1. Top leadership effectively communicates the LWD's mission and values.	[]	[]	[]	[]	[]	[]	[]
2. Top leadership models the ethical behavior expected of all employees.	[]	[]	[]	[]	[]	[]	[]
3. Top leadership ensures the LWD is perceived as a desirable place to work.	[]	[]	[]	[]	[]	[]	[]
4. Top leadership actively promotes a positive organizational culture.	[]	[]	[]	[]	[]	[]	[]
5. Top leadership is visible and accessible to all employees.	[]	[]	[]	[]	[]	[]	[]

C.2. Strategic Alignment (Items adapted from Northouse, 2018; focusing on leadership's role in strategy)

Statement	7	6	5	4	3	2	1
1. Top leadership clearly links my daily tasks to the LWD's strategic goals.	[]	[]	[]	[]	[]	[]	[]
2. Top leadership allocates sufficient resources (training, tools) for me to do my job well.	[]	[]	[]	[]	[]	[]	[]
3. Top leadership makes decisions that are consistent with the LWD's long-term vision.	[]	[]	[]	[]	[]	[]	[]
4. Top leadership ensures all departments work together towards common goals.	[]	[]	[]	[]	[]	[]	[]
5. Top leadership is committed to continuous improvement of service delivery.	[]	[]	[]	[]	[]	[]	[]

C.3. Organizational Agility (Items adapted from Northouse, 2018; focusing on leadership's role in adaptability)

Statement	7	6	5	4	3	2	1
1. Top leadership encourages employees to propose new and innovative ideas.	[]	[]	[]	[]	[]	[]	[]
2. Top leadership quickly adapts the organization to new challenges (e.g., environmental, regulatory).	[]	[]	[]	[]	[]	[]	[]
3. Top leadership provides the necessary support when changes are implemented.	[]	[]	[]	[]	[]	[]	[]
4. Top leadership views mistakes as learning opportunities rather than failures.	[]	[]	[]	[]	[]	[]	[]
5. Top leadership promotes a culture of continuous learning and skill development.	[]	[]	[]	[]	[]	[]	[]