

Analysis of job performance among PNP non-uniformed personnel in Laguna

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Abstract

The study aims to evaluate the job performance among Non-Uniformed Personnel of in Laguna and to determine the factors influencing quality service which utilized causal comparative research design focused on one hundred twenty-three (123) respondents. Statistical analyses were used to test hypotheses. Based on the results of the data, the Non-Uniformed Personnel in the Province of Laguna mainly composed of middle adulthood aged 41 years old and above, female, married, obtained college degree and serving the department about 10 years and below for the position of Crime Registrar. Non-Uniformed Personnel had high level of performance and demographic profile showed great effect in the productivity of NUP in Philippine National Police. It can be concluded that the null hypothesis it was found that there are no significant differences in the level of performance among Non-Uniformed Personnel in the province of Laguna was partially rejected. The demographic profile of showed great effect in the productivity of the Non-Uniformed Personnel as the experience, theoretical background, gender and limitations and personal responsibilities at home may influenced compliance of the tasked assigned and focused on the workplace. Based on the findings and conclusions made, the Philippine National Police are advised to practice motivation strategy to perform inclusivity and employee retention for greater employee satisfaction and create trainings programs and seminars for the Non-Uniformed Personnel that enhance coping strategy in compliance to duties and responsibilities in workplace.

Keywords: Job performance; employee productivity; task performance; adaptive performance; contextual performance

1. Introduction

Lessons drawn from the aftermath of corona virus (COVID-19) pandemic, the government is leaning towards building the whole nation into economic transformation, which will be enabled through good governance, transparency, accountability, and efficiency. On the Philippine Development Plan 2023-2028, the National Economic and Development Authority (NEDA) is working together with other national implementing agencies to pursue measures to expedite the rollout of strategies, plans and programs of the economic and social transformation that aspire Filipinos to have life that is strongly rooted, comfortable, and secure (*matatag, maginhawa at panatag*). This aligns with the one of the United Nations' Sustainable Development Goal, which promotes "sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all".

In line with this, one of the aims of the Philippine Development Plan (PDP) 2023-2028 is to increase employability, poverty reduction, promotion of economic growth, development and protection of the personal capabilities through human development. The formulation of this plan involves monitoring and evaluation for all the plans and programs, as well as its workforce.

Despite these efforts, challenges remain in ensuring the effective implementation of these strategies. Organizations require highly performing individuals to meet their goals and deliver quality services. Performance evaluation and assessment are crucial to determine employee productivity, effectiveness, and

contributions. However, there are issues related to the systematic use of monitoring and evaluation, adherence to professional ethics, and the provision of fair and equitable services. Additionally, the changing technological landscape demands that employees, particularly Non-Uniformed Personnel in the Philippine National Police, adapt quickly to new compliance requirements and maintain high competence levels. The Civil Service Commission stated that “performance evaluation system shall be administered to continually foster the improvement of Individual employee efficiency and organizational effectiveness.”

The study’s findings will not just a performance assessment but will also provide insights to foster competency, productivity, effectiveness and efficiency of employees on performing their duties. This can also help the organization to develop the training programs needed by Non-Uniformed Personnel and accurate staffing of personnel that will contribute to the development of the human resource, policies and practices.

1.1. Background of the Study

During the 2013 State of the Nation Address (SONA) of former President, Benigno S. Aquino III, he announced the hiring of Non-Uniformed Personnel in the regional, provincial, city and municipal police stations to be part of the government's program to maximize the police force by deploying on streets to increase police presence and enhance crime prevention programs and activities.

The Philippine National Police (PNP) as a law enforcement agency, mandates to strengthen crime prevention efforts and crime solution measures. To fulfil organization's investigative services, they purposely employ civilians that recognized as Non-Uniformed Personnel (NUP) who are designated as Crime Registrars and Radio Operators.

While giving recognition to the critical role of the Military and Uniformed Personnel (MUP) in serving the nation to maintain national security and peace and order, it is also important to recognize the prominent role of Non-Uniformed Personnel in providing administrative, technical and clerical support services and other duties and responsibilities in the organization. Non-Uniformed Personnel has its significant role in the implementation of digitalization and enhancement of police processes through the system called Next Generation Investigation Solutions (NGIS). By using this information technology system, the PNP barely go through to the manual way of crime reporting and recording.

On January 13, 2023, the PNP Memorandum Circular No. 2023-005 titled, “Duties, Responsibilities, and Management of PNP Non-Uniformed Personnel (NUP) Designated as Crime Registrars and Assistant Crime Registrars” took effect. Provisions on the previous Memorandum Circular stipulated that NUP has adaptable designations and those with plantilla positions of Communication Equipment Operator I and Communication Equipment Operator II; both designated as Radio Operators in City and Municipal Police Stations have shifted to become Assistant Crime Registrars. As mandated, the core duties and responsibilities of NUP to include but not limited to encoding, updating, and monitoring of all crime incidents happened within the area of designation.

In accordance with above Memorandum Circular, “competency training, enhancement program, and regular refresher course for Crime Registrars and Assistant Crime Registrars shall be developed to ensure that they are fully equipped with necessary skills and knowledge suited to their job”.

The Directorate for Investigation and Detective Management (DIDM) conducted validation on 2022 where it was found that most NUP designated as Crime Registrars have been working beyond the 8-hour shift duty as prescribed by the Civil Service Commission under CSC Memorandum Circular No. 22 entitled, “Policy on Working Hours for Government Officials and Employees.” It is further observed that some of the Crime Registrars are not performing their actual position for the reasons: “designation of hired NUP to other unit/office to perform other jobs e.g., secretary to commanders or designation to another job in a concurrent capacity; lack of hired Crime Registrars to encode voluminous data and influx of compliance required by the higher offices; and resignation of hired NUP to seek greener pasture.”

In consideration of the above, an intervention made and enunciated in the PNP Memorandum

Circular No. 2023-005 that “Radio Operators are designated as Crime Registrars to cope up with the demand of the digitalization of police investigation services and to effectively utilize the PNP e-Projects system in reporting, recording, and monitoring of crimes operated by NUP nationwide.”

Furthermore, the PNP Office of the Chief Directorial Staff released a memorandum with subject, “Guidelines on the Adaption and Implementation of Flexible Work Arrangements for the Non-Uniformed Personnel.” Through this, NUP can make use of different work schemes such as: (1) Compressed Workweek and Flexitime, (2) Four-Day Work Onsite (WOS) and One-Day Work from Home (WFH), (4) Work Shifting, and (5) Work From Home (WFH). NUP can avail these work schemes if they render services on the scheduled hours on scheduled workdays or forty (40) hours a week.

In the current situation, each Municipal Police Stations has four designated Non-Uniformed Personnel and on the other hand, City Police Stations has five to six personnel. Some of the Non-Uniformed Personnel in Laguna have availed the Four-Day Work Onsite (WOS) and One-Day Work from Home (WFH) shift to practice work-life balance, provided that the daily compliances and other deliverables are not compromised. The personnel per Police Station shall be grouped into two on monthly rotation basis where the WFH schedule is either Tuesdays or Thursdays depending on the work set-up and as approved by the Head of Office to ensure the continuous delivery of services throughout the workweek. Moreover, those NUP who does not avail the Flexible Work Arrangements are working on traditional working hours on Mondays to Fridays from 8 o'clock in the morning until 5 o'clock in the afternoon.

The findings of this study will give valuable insight into the individual work performance of Non-Uniformed Personnel that will help on the creation of action plan and proposed program to enhance their performance in delivering public services.

1.2. Theoretical Framework

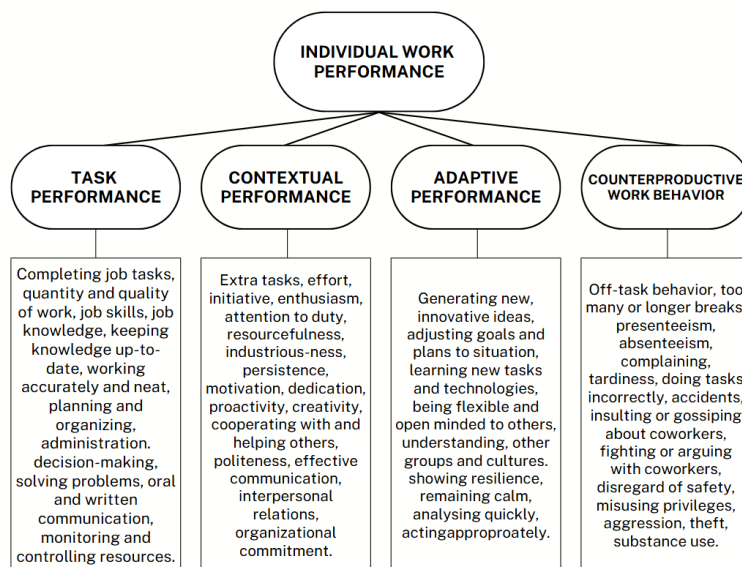


Figure 1. Heuristic Framework of Individual Work Performance

Koopmans (2015) formulated a framework that may serve as guide towards understanding the individual work performance. It has four (4) dimensions such as Task Performance, Contextual Performance, Adaptive Performance, and Counterproductive Work Behavior which has its corresponding measures. These

four dimensions and its measures constitute to collectively make an individual's work performance.

In accordance with the Memorandum Circular No. 12, series of 1993 issued by Civil Service Commission, the Performance Evaluation System are designed to continuously nourish the improvement of employees' performance, enhance organizational affectivity, efficiency and productivity and to provide standard performance rating which shall serve as basis in merits, incentives, promotion, training for all the employees.

Pursuant to the Civil Service Commission Memorandum Circular No. 13, series of 1999 with subject "Revised Policies on the Performance Evaluation System", and amended in the provisions of the above memorandum, the level of performance of every employee shall achieve all the criteria of quantity, quality and timeliness as measured during the rating period. The performance of an employee performing their duties and responsibilities of a higher position shall adopt a system of providing merits or incentives. On the other hand, the employees performing their duties and responsibilities of a position lower than his plantilla position cannot be used for purposes of promotion.

In conclusion, the delivery of high-quality public services is an essential element of the organizations' development. By ensuring this, conduct of performance evaluations helps the organization to monitor their employees, offer feedback, establish objectives and encourage professional growth that further contribute to the overall performance of the organization.

1.3. Conceptual Framework

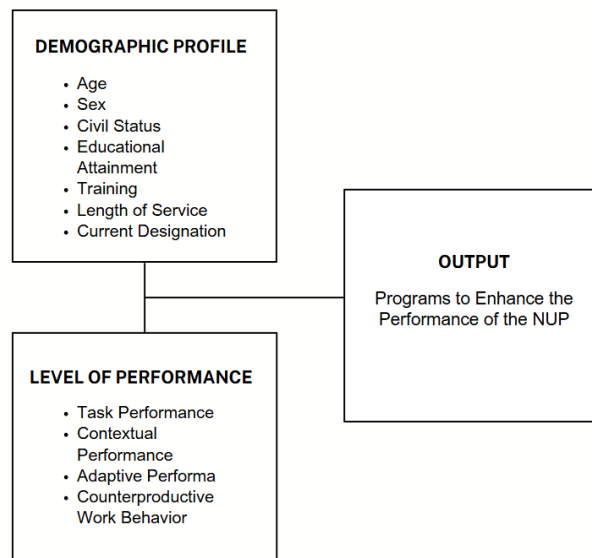


Figure 2. Research Paradigm

The conceptual model of this study as shown in the Figure 2 is a flowchart outlining how demographic profile and level of performance are used to develop programs to enhance the work performance of Non-Uniformed Personnel in Laguna.

The top-left box was consisting of demographic profile of the respondents such as age, sex, civil status, educational attainment, training competencies, length of service, and current designation.

The bottom-left box contained different level of performance such as: Task Performance, Contextual

Performance, Adaptive Performance; and Counterproductive Work Behavior. The task performance is the indicator on how well an individual performs the duties and responsibilities of his or her job position. Contextual performance is the indicator on the work behavior of an individual which contributes to the overall success of the organization. It can be viewed through helping the colleagues, showcasing leadership, practicing good communication, and exhibiting initiatives, enthusiasm, and motivation in doing work. Also, adaptive performance is the indicator on how an individual can adapt to the changes and challenges arising in the workplace and work situations. Lastly, counterproductive work behavior is the indicator on how actions of an individual may harm the organization such as presenteeism, absenteeism, tardiness and work conflicts. These levels of performance were used in this study to assess the work performance of Non-Uniformed Personnel in Laguna and served as evaluation process to answer the questions of this study.

Both boxes were connected to another box that indicated the end goal of this study. Figure 2 shows that the information gathered on the demographic profile of the NUPs and assessment on the level of their performance is used to create the targeted improvement plan that will help the NUPs to deliver quality public service. This framework implies that by understanding the characteristics of NUP and their current performance, it can develop targeted human resource interventions to improve the work performance of the NUP and can contribute to the overall performance of the organization.

1.4. Statement of the Problem

The study aimed to evaluate the job performance among Non-Uniformed Personnel in Laguna and to determine the factors influencing quality service.

Specifically, it sought answers the following questions:

1. What is the demographic profile of Non-Uniformed Personnel in terms of:
 - 1.1 age;
 - 1.2 sex;
 - 1.3 civil status;
 - 1.4 educational attainment;
 - 1.5 training competencies;
 - 1.6 length of service; and
 - 1.7 current designation
2. What is the level of performance of Non-Uniformed Personnel in terms of:
 - 2.1 task performance;
 - 2.2 contextual performance;
 - 2.3 adaptive performance; and
 - 2.4 counterproductive work behavior?
3. Is there significant difference in the level of performance of Non-Uniformed Personnel in Laguna when grouped according to the demographic profile?
4. Based on the results of the study, what program may be proposed to enhance the performance of Non-Uniformed Personnel in Laguna?

1.5. Hypothesis

The following hypothesis was tested:

H₀₁: There is no significant differences in the level of performance among Non-Uniformed Personnel in Laguna as grouped according to demographic profile.

1.6. Significance of the Study

This study will provide insight of the performance assessment of Non-Uniformed Personnel in the province of Laguna and will also help identify the factors influencing their quality service. The following shall benefit from this research:

The Philippine National Police. This will help the organization in in meeting the needs of the employees. This will provide positive impact on the organization and foster competency, productivity, effectiveness and efficiency of employees on performing their jobs. The study's findings can be used as a basis for decision-making and policy formulation within the organization.

The Non-Uniformed Personnel Affairs Division. This can help in determining the highlights and challenges of Non-Uniformed Personnel in the service and can be used for possible realignment and staffing of personnel. The result of this study may serve as support in improving the service quality for effective and efficient work performance.

The Employees. This study will improve their knowledge, skills and capabilities as well as boost their morale while serving in the organization and may allow them to perform better.

The Future Researcher. This could be used as research reference and basis in conducting similar studies. The study's findings can contribute to the understanding of organizational performance and human resource administration.

1.7. Scope and Limitation of the Study

This study emphasized the performance assessment among PNP Non-Uniformed Personnel of Laguna in terms of Task Performance, Contextual Performance, Adaptive Performance, and Counterproductive Work Behavior. This study was participated by one hundred twenty-three (123) PNP Non-Uniformed Personnel for the period of March 3 to 21, 2025.

The study was conducted in Laguna, and as such, the findings may not be applicable to other regions or provinces. Differences on organizational practices, work culture, or resources allocation in other areas may not be reflected in the findings. The data collection will be limited to self-reporting responses through a survey questionnaire and will be subjected to the following treatment: (1) Frequency Count and Percentage; (2) Mean and Standard Deviation; and (3) Kruskal Wallis H-test. As part of the demographic profile, the lists of training competencies are based on the training offered by the Philippine National Police to the NUP only.

1.8. Definition of Terms

The following terms were defined operationally in the context of this study:

Adaptable Designation. Office designations that may be adapted by the Crime Registrars and Assistant Crime Registrars that are outside of his or her present designation.

Adaptive Performance. Refers to the intent of the employee to adapt to change in work system or work roles.

Age. Refers to the age of the respondents with ranges of 30 years old and below, 31 to 40 years old, and 41 years old and above.

Assistant Crime Registrar. It refers to NUP with plantilla positions of Communication Equipment Operator II and Communication Equipment Operator I and was formerly designated as Radio Operators.

Civil Status. Describes the respondent's legal relationship encompassing categories of single, married, live in, separated, annulled, and widow/widower.

Crime Registrar. Refers to the NUP responsible for consolidating and maintaining crime data files of each unit to ensure consistency and continuity. Specifically, it refers to PNP personnel with plantilla position of Computer Operator II (Administrative Assistant III) and Computer Operator I (Administrative Assistant I).

Contextual Performance. The individual behavior of employees and their interpersonal relations that support

the organizational, social, and psychosocial environment.

Counterproductive Performance. Refers to the behaviors of employees that may harm the well-being of the organization. These behaviors include absenteeism, being late in work, and engaging in off-task behavior.

Educational Attainment. The highest level of education a respondent has successfully completed or achieved.

Length of Service. The number of years that the respondent has been working in the organization.

Non-Uniformed Personnel (NUP). Refers to all civilian employees in the Philippine National Police that render administrative, technical and clerical support services.

Performance Assessment. The method of evaluating the employees' knowledge, skills, strength and challenges as well as their level of effectively, efficiency, productivity, and timeliness as measured during the rating period.

Radio Operator. Refers to the NUP that is designated as Assistant Crime Registrars and is responsible for radio and communication equipment and IS receiving, relaying and submitting information from other offices or personnel.

Sex. The identity of respondents such as male and female.

Supervision Competency. The ability of the employee to work independently and in collaboration with others.

Task Performance. The proficiency and competencies of the employee to perform on their job which includes work quality, work quantity, and job knowledge.

Training Competencies. The trainings of the Non-Uniformed Personnel have acquired throughout their service in the Philippine National Police.

Work Performance. The ability to which employees fulfill their duties and responsibilities in the organization.

1.9. Review of Related Literature and Studies

This chapter includes the collected related literature and studies that provide baseline of information to give further details about the researcher' study. These literature and studies were reviewed by the researcher to support the concepts, principles, methodology and findings that were apposite and beneficial to the conduct of this study.

As the 21st century progresses, human resources have become more and more in demand as it should meet the technological advancements existing today and to cope up with the challenging times during the COVID-19 pandemic. Part of human resources is the work performance assessment that considered as one of the elements on the success of the organization.

Work performance assessment is conducted for the reasons, (1) it encourages positive performance and behavior of employees that can help them manage and maintain their objectives and produces expected outputs; (2) it provides feedback and evaluation analysis on the performance of employees in specific job function; and (3) it can provide basis for salary increase, bonuses, and promotions. Conversely, "performance appraisals also help employees, and their managers create a plan for employee development through additional training and increased responsibilities, as well as to identify ways that the employee can improve and move forward in their career." (Hayes, 2023).

Al-Jedaia and Mehrez (2020) affirms that "performance management refers to a process where managers and supervisors ensure that the employees' performance and assigned work are conducted probably in align with organizational objectives." In this manner, both supervisors and employees can have a meaningful insight on the completion of tasks and provide them feedback needed to the advancement of each task if necessary. Hence, organizations utilize different methods to evaluate their employees' performance, determine the organization's strengths and weaknesses, and to develop strategies to improve or achieve the overall organization performance.

The performance in the organizational context is the degree to which a member of the organization helps to achieve its objectives. Mehrez (2020) states that performance appraisals clearly affect job performance as it serves as extrinsic motivation of employees towards achieving organizational goals and success. The performance appraisals are in the form of rewards, recognitions, promotions, bonuses and other incentives that help in the development and improvement in the workforce.

According to Dziuba et al. (2020), “to meet organizational standards, employees need a work environment that allows them to work freely without problems that can stop them from reaching their full potential.” Nowadays, the notion of competence is widely recognized and has a significant effect in qualifications that are viewed favoring employees who value their skills and talent in their workplace.

As mentioned by Elrayah et al. (2023), career development programs, recognition programs, and other non-cash rewards considered as the main drivers of employee motivation. A few research on total reward schemes investigated the elements that are most crucial for attracting and retaining personnel. According to some of these studies, the most significant component was the work itself, which was followed by long-term career chances, a distinctive work culture, and monetary compensation— though employees were less concerned about the latter this might improve employee productivity, motivation, performance, and organizational effectiveness.

Due to the above values and perceptions, it is more crucial to preserve, enhance and utilize each employee's productivity and capabilities. However, in some circumstances, employees are forced to take more duties and responsibilities while performing various office functions. This happens due to depicted number of office personnel, suppressed financial resources, urgency of the demanded work, and to reach the intended outcome in each time. In this view thereof, The Heuristic Framework of Individual Work Performance described work performance as “sustainable employment”. Thus, it is important to conduct empirical test and assessment to determine whether human resource practices may improve the performance and well-being of the employees.

The success of the organization is strongly influenced by the performance of every employee. Organizations struggle to maintain good performance admits economic changes, human resource challenges and technological advancements. Rivaldo et al. (2023) believed that “employees are required to be able to do their work in accordance with their ability, but not in reality, all employees have the ability and work skills in accordance with the expected organization.” Highly committed employees contribute to maintaining high level of service or quality, productivity, and profitability within the organization. (Dzuiba et al, 2020).

Additionally, Rivaldo and Nabella (2023) defined that primary objective of performance evaluation is to examine previous performance, gather information and methodical statistics. It is done to establish assessments, determination of the organization's capabilities, examination of each employee's capabilities, and setting of future goals with regards to pay, setting wage framework, discussing management with labor unions, confirming objectives, duties, roles and powers, reduce staff commotion, grievances, and issue resolution that take place.

Ausat et al. (2022) explained that markers employee's work performances are quality of work, quantity of work, timeliness, and work effectiveness. This is further associated to the commitment to work and organization which results to the better performance of employees.

In the Philippine setting, the Performance Evaluation System (PES) as mandated in the Memorandum Circular No. 12, series of 1993 issued by Civil Service Commission, is designed to continuously foster the improvement of employees, enhance organizational effectiveness and productivity, and provide an objective performance rating which shall serve as a basis for incentives and rewards, promotion, training and development, personnel actions and administrative sanctions.

Task performance is a crucial aspect of an organization's operations, promoting career growth and achieving company objectives. Organizational support positively impacts task performance, with a long-term study showing that it positively predicts task performance within a year. This study uses goal setting, self-determination, social exchange, and the happy-productive worker hypothesis to examine the impact of

organizational support on task performance among Chinese workers. (Chu, et al., 2024)

According to Nergiz (2024), job crafting is a proactive employee behavior that encourages work engagement by establishing a balance between personal characteristics and job requirements. It involves increasing expectations, reducing obstacles, and enhancing available resources. This approach fosters a work environment with adequate resources and demanding requirements, fostering employee satisfaction and contentment.

Kurniawanti (2023) states that task performance is crucial for organizational success, but employees' tendency to conceal information is a growing issue that can hinder teamwork, creativity, and productivity. Knowledge management, based on the Knowledge-Based View (KBV) and Resource-Based View (RBV), addresses this issue. However, unsatisfactory knowledge and a vicious loop can lead to negative organizational outcomes, resulting in yearly losses.

Task performance is crucial for companies to succeed in competitive business environments. Autonomy, worker freedom, and decision-making enhance employee trust and perception of fairness. The Social Exchange Theory (SET) has a framework for understanding these factors, emphasizing the importance of self-sufficiency, perceived fairness, and trust in creating a positive work environment. (Alriyami et al., 2024)

Abun et al. (2021) considered that task performance as “the effectiveness of an employee to carry out his/her duties and responsibilities required by the job that contribute to the organization’s technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services”. This supports that employees should have technical knowledge and skills to function efficiently and effectively in their designated job.

Saleem et al. (2023) expressed that “mindful organization, a psychological safety and supportive environment and leadership method has been shown to positively impact individual task performance. This approach boosts worker output and creates a supportive environment among supervisors and colleagues.”

Accordingly, task performance is significantly influenced by group adaptation, with the possibility of individual learning impacting performance varying on the frequency of group adaptation. Medium and short-term compositions perform better on low-complexity tasks, while challenging tasks have varying impacts. (Blanco-Fernández, 2023).

Task performance is significantly influenced by employee engagement, which is positively correlated with work performance. Engaged workers perform better, as per the "conservation of resources theory." The preservation of resources theory also highlights the importance of vigor and absorption in task performance. Organizational culture, which includes experimentation, autonomy, and trust, significantly enhances task performance. Employees are more likely to accomplish tasks when they feel energized and focused on their work. Therefore, organizational culture and employee engagement are crucial for improving task performance. (Bhardwaj & Kalia, 2021).

Spitzer (2024) explained that task performance is an important consideration in human decision-making, as it influences job choice and disengagement. Factors like incentives, mistake rates, and errors in n-1 can impact task performance. The Expected Value of Control (EVC) Theory suggests that task selection should balance advantages of completing it against cognitive control costs. If reward differences, error rates, and mistakes in n-1 are additive or multiplicative within a single experimental setting. Understanding these elements can enhance our comprehension of task performance and human decision-making.

Task performance refers to the efficiency and effectiveness of a worker in completing tasks, which supports business operations and productivity. It is influenced by moral attributes, a good work environment, professional competency, and clear job specifications. A concise job description enhances performance evaluations, while a vague one degrades them. Task performance can be specialized or broad (corporate operations). Understanding employee performance and job satisfaction is crucial, especially when working remotely. (Aslan et al., 2022).

In science, metacognition is the ability of individuals to control and process thinking, judgement,

decision making and situational awareness which is crucial on performing task. It gives employees a high confidence in task performance whenever they are doing right and less confident when they are incorrect. (McWilliams et al., 2023). Individuals with cognitive motive are guided to achieve desired outcomes which can affect the effectiveness and efficiency of employees working under conditions and external distractions in their work environment. By promoting employees' coping self-efficacy through relevant skills trainings can help employees to do specific tasks and can determine whether how hard they will be worked at, how much effort they extend and how long they last when faced with challenges and unpleasant situations. These qualities also showcase an optimized level of interpersonal skills or emotional intelligence at work.

The Emotional Intelligence (EI) can be developed through life-long learning such as education and training. It is an individuals' capacity to acknowledge, evaluate, understand and control their own emotions. "It suggests that emotional intelligence is a significant predictor for critical organization outcomes and might enhance the effectiveness of an organization." (Valeri, 2025)

Hence, Kumar (2024) states that the "Organizational Citizenship Behavior (OCB) in the workplace refers to the action of people that affect the organization." Its concept is based on the discretionary quality towards other employee which can assures the success and harmony within the organization. On the study of Kumar, IT companies in India is one of the sector that have most stressful environments and understanding the organizational behavior helps in retaining skilled employees and improved the overall success of the company.

Additionally, Juniarti (2025) indicates that having a work-life balance has significant factor when it comes to employees' motivation and general health as well as their responsibilities to their companies. However, nowadays when people must always be productive, finding this balance becomes increasingly difficult because of increased job demands. A misalignment of work and personal life has been shown to have several negative impacts on both the company and its employees, including high stress levels, tardiness or even absenteeism, plans to leave the company, and poor performance and productivity.

Effective interpersonal skills and resourcefulness are essential for understanding contextual performance, which includes verbal and nonverbal communication, self-disclosure, conflict resolution, and diversity. Cooperative workers who understand group dynamics, collaboration support, preserve organizational goals and exhibits work enthusiasm and interpersonal interaction helps improve the company performance. (Gustari & Widodo, 2023).

Contextual performance is a vital aspect of job performance, encompassing task performance and voluntary job duties. It improves the overall performance of the company by enhancing the work culture and environment. Addressing both company demands, and individual interests is a fundamental, as highlighted in a study on contextual performance and work-life integration among healthcare industry employees in Chennai, India. Contextual performance is vital for a company's success and longevity, as it facilitates the management of both business imperatives and personnel interests. (Veeraragavan & Arulkumar, 2022).

Contextual performance contributes to the social and psychological core of an organization. It entails tasks like volunteering, following rules, and cooperating with coworkers. Research illustrates that contextual performance is a significant predictor of turnover, whereas employees displaying more contextual performance behaviors less likely to leave the organization. Additionally, contextual performance determines organizational commitment, and commitment is highly predicted by interpersonal mediation. Consequently, contextual performance should be taken consideration in all aspects of the recruitment procedure, including rewards, performance reviews, and selection. (Chandiok & Chandiwalla, 2022).

Positive emotions increase interest, dedication, motivation, and overall performance while reducing distractions from work. This is supported by empirical research which demonstrates that daily increases in happiness enhance engagement and performance. Thus, positive emotions at work can improve performance, which benefits individuals as well as companies. (Silva & Caetano, 2024).

Performance of an individual, team, and organization is enhanced by effective performance management. Nonetheless, task performance is frequently given importance over contextual performance by

the managers. Office workers' social and emotional intelligence are essential for contextual effectiveness. Even if effective leadership practices have a negative impact on successful performance, managers should nevertheless support it. Regular evaluations of employee performance are needed for determining tenure continuation, as they determine the effectiveness of leadership styles. (Akanpaadgi et al., 2024).

Job performance is significantly influenced by contextual performance, which is influenced by personality factors like conscientiousness, agreeableness, and extraversion. Supervisors use extra-role behaviors to assess performance. Research has explored mediators, including leadership potential, between contextual performance and workplace outcomes. This study examines the link between contextual behavior and leadership opportunities, personality attributions, and the inverse relationship between contextual performance and employee personality beliefs. (Sante et al., 2021)

The Asian Development Bank (ADB) conducted a Technical Assistance Performance Evaluation in December 2020 as part of the interventions in skills development and job creation in the Philippines. The outcome demonstrated that organizations or employers must be clearly involved in providing technical assistance for their employees to contribute to the skills development as well as it impacts on employees' effectiveness and efficiency in achieving objectives and outputs.

Jundt et al. (2023) stated that motivational processes, such as expectations, attributions, goal attributes, and self-efficacy, significantly impact performance. These variables, influenced by long-held expectations and similar circumstances, can influence adaptive performance. The adaptation process, influenced by the objective, can be examined using current models and longitudinal and temporally sensitive techniques.

With today's demands, employees must also be flexible and adaptive to wide range of job context. Adaptive performance is the ability of an individual to change his or her behavior to meet the demands of a new environment as well as the ability to react positively and effectively interact and communicate when circumstances arise in the workplace. Zervas et al. (2024) described it as mental resilience. The ability to communicate, to stressful situations, and perceive the complexity of problems is one of the key tools for achieving the organization's goal.

Performance is a crucial factor in professional success, involving adaptive performance (AP) that enhances worker productivity through innovation, problem-solving, skill development, crisis management, and adaptable social connections. AP encourages lifelong learning and boosts morale and productivity in a fast-paced business environment. It includes information collection, pressure management, creative problem-solving, and interpersonal and cultural adaptability. (Setiyadi et al., 2024).

According to K-Weerasinghe (2022), adaptive performance is crucial in job performance, focusing on how employees react to workplace changes. Employees in Sri Lanka's Western Province demonstrated resilience, less psychological distress, and increased organizational support during the epidemic. Leaders should focus on influencing adaptable behavior, enhancing organizational support, and offering individualized growth to support staff during future interruptions.

Adaptive performance is crucial for employees to adapt to changing work settings, such as teleworking, and to achieve success in their careers. This performance capability leads to enhanced performance capability, increased change management, and compliance with changing consumer expectations. Research on intrinsic motivation, organizational commitment, and a sense of purpose is challenging, but a harmonious work-purpose relationship increases productivity and outperforms peers. (Tan & Antonio, 2022).

Kim & Yoon (2025) stated that adaptive performance is a crucial strategy for improving performance in the workplace, particularly during the COVID-19 pandemic. It involves actively adapting to changing situations, including proactivity, skills, dispositions, and capacities. This involves handling emergencies, stress, creative problem-solving, learning job tasks, technology, procedures, dealing with unknown conditions, and exhibiting interpersonal, cultural, and physically focused adaptation. This approach is particularly important during challenging times.

Alnakhli et al. (2020) mentioned that social influence, reciprocal interaction of individual, adaptive behavior, positive work environment and self-leadership strategies increases employee's work performance. This happens when personal goals and organizational standards are aligned. Hence, employees are motivated to work and encourage behavior that facilitates productivity and efficiency.

Adaptive performance refers to workers' ability to adapt to changing work environments and enhance skills. It is influenced by organizational, job, group, and individual characteristics. Positive psychology, which emphasizes human attributes and strengths, has gained popularity. Employers can help their staff adapt to the constantly changing workplace by recognizing its advantages. (Tang et al., 2024).

Steeh et al. (2025) stated that agile teams focus on specific activities like software development, using Scrum roles and procedures. They plan projects in episodic cycles and collaborate with stakeholders to set performance targets. Their collaborative attitude includes reflexivity, shared leadership, customer participation, cross-functional collaboration, and agile team orientation. Team adaptive performance is positively impacted by empowerment in agile working.

Performance in various domains, including computer programming, music, and athletics, relies on years of practice and metacognitive abilities. Adaptive performance involves altering behavioral, cognitive, and affective reactions to overcome novelty or uncertainty. One cognitive aspect of adaptive performance is adaptive sensemaking, which helps individuals comprehend new situations and create new career self-concepts, particularly for young professionals. (Kaffka et al., 2024).

It was expounded by Abun et al. (2021) that managing organization performance means managing individual performance since it is the root on the organizations' success. It can be affected by factors such as skills, knowledge, satisfaction, motivation, work environment, and working relations. By giving attention to these factors, employees can focus on improving their performance.

Junça-Silva and Caetano (2023) stated that performance, including task, contextual, and adaptive performance, is crucial in unpredictable times. Negative affect, a crucial component of adaptive performance, can impact self-efficacy, vitality, energy, self-regulation, coping mechanisms, and resilience. Poor negative affect management can lead to avoidance behaviors and difficulty in obtaining necessary resources for adaptive performance.

Performance in high-risk industries like healthcare is crucial for change adaptation. Enhancing adaptive performance through training can improve performance in unstable situations. Simulation-based training, which focuses on adaptive cognition and behaviors, is a successful technique for training in other fields. Event-based training accommodates learners of all skill levels and promotes certain behaviors. Creating and assessing process and performance-level metrics is essential for advancing adaptive performance. (Fernandez, et al., 2022).

As stated by Valensiana & Sawitr (2024), the stress in workplace can lead to unproductive work behavior which can indirectly affect employees' intentions to leave their jobs. Counterproductive actions such as lateness, inefficiency, and arguing with coworkers can increase the likelihood of employees wanting to quit the organization. CWB refers to unfavorable acts that harm the company or other employees, such as ineffective behavior, increased tardiness or absenteeism, disputes with coworkers or management, and sabotage activities that impede the work of others. Therefore, addressing counter productive work behavior is crucial to reducing stress and promoting productivity in the workplace.

Counterproductive work behavior (CWB) and organizational citizenship behavior (OCB) are interconnected practices that impact both the company and its workers. CWB's noncompliance with standards can lead to job stress, emotional tiredness, and guilt, while conservation of resources theory suggests it increases job stress. Cognitive dissonance theory suggests CWB directly influences OCB, while organizational justice and moral identity regulate the link between CWB and OCB. (Nguyen-Viet & Chau, 2024).

Shen and Lei (2022) concluded on the impact of leadership traits on organizational citizenship behaviors (OWB) and work-life balance (CWB) of subordinates. It identifies three aspects: leadership

psychological traits, leadership behavioral traits, and leadership ability traits. Positive behavioral traits encourage positive reactions, while leadership skills are crucial for building trust and influencing performance habits. The study also considers work and personal resources in influencing CWB.

Counterproductive work behavior (CWB) refers to intentional actions that harm a company and its employees, ranging from aggressive to passive actions. It is influenced by situational, social, and personal factors, and can be motivated by perceptions of interpersonal conflict, job instability, or corporate injustice. It is crucial to consider CWB when employing workers and carrying out human resource duties to prevent negative employee reactions. (Thapar & Brar, 2022).

Wati et al. (2024) stated that counterproductive work practices in Indonesian government offices, influenced by political dynamics, bureaucratic procedures, employee discontent, and an unhealthful corporate culture, include truancy, gossiping, and using office space for non-work-related activities. These practices negatively impact business operations and production and are positively correlated with narcissism. To prevent such conduct and foster a culture of professionalism and ethical behavior, risk management and human resource development are essential.

Counterproductive work behaviors like theft, vandalism, and violence can negatively impact individual and organizational performance and health. Emotional labor, or controlling emotions, is crucial for better connections and a healthy work environment. Researchers focus on deep acting, which involves expressing real emotions, and surface acting, which suppresses emotions to appease others. To maintain a healthy work environment, employees must perform emotional labor to regulate their emotions. (Chinwuba, 2023).

As stated by Biswas and Rahman (2023), Emotional intelligence (EI) plays a crucial role in predicting unproductive behaviors in organizations. Negative emotions like anger, frustration, and stress can lead to unproductive actions, threatening a business's long-term success. EI helps employees avoid such actions, as highlighted by the affective events theory (AET). Higher EI levels reduce the likelihood of deviance and counterproductive work behaviors, ensuring the long-term viability of organization.

Organizational behavior is crucial for efficient labor and production. Counterproductive work behavior (CWB) refers to actions that go against norms, impacting productivity, cost, employee turnover, stress, and a negative work environment. Over 90% of workers engage in CWB, which can be categorized into withdrawal, sabotage, verbal abuse, production deviance, and theft. In higher education institutions, CWB can disrupt administrative duties and hinder teaching and learning. An ethical climate is the primary factor affecting deviant behaviors, as an ethical atmosphere reduces the likelihood of deviant behavior. (Misnan et al., 2024).

It was proved by Dewanata (2024) that Job satisfaction is crucial in reducing counterproductive behavior, as it mediates the relationship between ethical leadership and work conduct. Employees who are happy in their jobs are less likely to take negative actions. Organizations should prioritize moral leadership and job happiness to create a productive workplace and achieve organizational objectives.

Counterproductive job conduct is influenced by personal convictions and unjust treatment, with workers who lack a sense of fairness at work more likely to engage in theft, sabotage, and retreat. This behavior can be explained by the stressor's emotion model, which suggests a mix of organizational and personal factors contribute to it. Workers excluded from decision-making and planning processes may feel unfairly treated, losing interest in improving their company. (Zafar et al., 2024).

The Information and Communication Technology (ICT) sector within the Netherlands is a major driver of globalization, the country's economic growth and innovation." They rely on the performance and capacity of the employees to highly increase the demands in services. Work engagement and work behavior are hence important in performance sustainability which can generate task productivity that later enhances the effectiveness, efficiency and competitiveness of the organization.

Nowadays, age stereotypes refer to the perceptions and expectations of older individuals, which can be positive or negative. Positive stereotypes suggest that older workers possess superior professional abilities,

while negative preconceptions, particularly from managers, can negatively impact their performance and lead to discrimination. Employers should encourage senior employees to maintain their competence and drive to work, considering both positive and negative effects on older employees' job results. (Wang & Shi, 2024).

It significantly impacts human capital and professional honor, with productivity peaking in middle age and following an inverted U curve. This peak period may be accompanied by poor emotional states and job problems. preschool instructors have varying levels of professional honor based on age, with the maximum level occurring between 31 and 35. As their careers develop, the professional honor of primary and secondary school teachers follows an inverted U shape, Chen et al. (2025).

Assemble data on how changes brought on by aging in older persons may influence choices and actions linked to aging in place (AIP), as well as the influence of social connections and support. In the end, these results might influence how programs and procedures are developed to better the lives of senior citizens AIP according to Lindquist et al. (2021).

Jablonska et al. (2022) found on their study that longer preplanning and more effective temporal information processing are associated to better planning. This outcome indicates age-related variations in TIP's contribution to planning for the first time. TIP improved dynamic cognitive flexibility but not static maintenance functions in young subjects. This relationship was not seen in the elderly, most likely because poor planning may be dependent more on the upkeep of working memory than on cognitive flexibility.

On the other hand, Bashir et al. (2022) explained that the financial and non-financial performance of a firm has a major impact on both age groups of employees (young and elderly). Additionally, job craft modulates the relationship between youthful employees and the financial and non-financial performance of the firm to some extent. The relationship between older employees and an organization's financial and non-financial success, however, is not resolved by job crafting.

Juyumaya et al. (2024) stated that job performance is crucial for organizations to achieve their objectives, and understanding its causes and effects is essential for HR managers and academics. Aging affects workplace performance, with older workers showing more citizenship-related behaviors and contributing to noncore areas. Understanding these factors can help identify factors linked to excellent performance and enhance overall performance.

Human capital theory highlights the significant impact of an individual's age on their performance in an organization. It differentiates between general and firm-specific age-related experience, with general work experience focusing on knowledge gain and overall time spent in the workforce. Firm-specific human capital, gained through time spent working for one's current employer, includes access to information, internalization of culture, and understanding of proprietary procedures. (Guzzo et al., 2022).

Also, Fredoline et al. (2024) stated that age significantly impacts workplace procedures, with businesses imposing minimum and maximum age restrictions. The ILO Convention 138 (1973) and Philippine Labor Code 137 outline strict rules for 15 to 18 years old, with a mandatory retirement age of 65. It reveals a correlation between age, organizational commitment, and individual work performance, with affective commitment being the most significant, with older employees exhibiting stronger emotional attachment to the institution.

On the study of Gabay et al. (2020), it exhibits that employees with younger age easily work out with the daily task and can be flexible, efficient and smoothly adopt to the technological challenges and constantly changing environment at work. On the other hand, older employees can produce high quality of work due to their expertise in the field as a result of their acquired training over the years in the service. All the employees on the study agreed that time management and setting priorities are the key essentials that helps them to do tasks well and work faster. These factors clearly illustrate factors that employees increase their work performance.

Younger employees tend to prioritize development objectives due to a more open OFTP strategy, resulting in a moderated association between qualitative job insecurity and work happiness. This relationship is moderated by employee age, while employability and overall health remain unaffected. Longer working

hours and various job insecurity factors contribute to the happiness component of career sustainability, Van Der Heijden, et al. (2024).

Additionally, Wang et al. (2024) stated that aging workforce in public sector organizations is causing challenges, including job insecurity and skill gaps. To address this, organizations must adapt to new working styles, balancing traditional cultural focus on seniority with flexible schedules, training opportunities, and supportive company cultures. Human resource policies, flexible work schedules, and training opportunities are essential strategies.

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As explained by Bashir et al. (2022), financial and non-financial performance of a firm has a major impact on both age groups of employees (young and elderly). Additionally, job craft modulates the relationship between youthful employees and the financial and non-financial performance of the firm to some extent. The relationship between older employees and an organization's financial and non-financial success, however, is not resolved by job crafting.

Gender plays a significant role in high-level PA management roles, with males holding longer positions and women facing disadvantage due to childcare and domestic responsibilities. Fairness policies should be considered during promotion processes to uphold ethical and egalitarian values. Women in more responsibility roles score better on innovation orientation, communication, and CP and TP, but concerns arise about whether high-responsibility roles give men an advantage. (Castaño et al., 2024).

Gender imbalances in public administration hinder women's professional growth, leading to perceptions of inferior performance, male participation in management roles, and increased childcare and home chores. Heilman's Lack of Fit Theory suggests gender biases influence HR biases, limiting women's access to management roles. Despite quotas, female presence in Kenyan PAs has not improved. (Manzi et al., 2024).

Ye (2023) stated that gender stereotypes in the workplace lead to unfair treatment and evaluations, affecting career preferences and limiting opportunities for certain gender groups. These stereotypes also influence women's pay levels and job advancement, causing significant gender inequity throughout their lifetimes.

Gender stereotypes significantly impact women's representation in leadership roles, with women holding only 29% of senior management positions in 2020. Traditional masculinity traits often lead to males gaining leadership positions, influencing promotions and recruiting procedures. (Tremmel & Wahl, 2023).

According to Lin (2024), gender stereotypes, influenced by biological differences, are prevalent in society and categorize people. These preconceptions can affect how men and women are judged for their

talents and enforce perceived gender limits. For example, female students in science are often viewed as less gifted, which can lower their self-esteem and hinder their career advancement and job opportunities.

Yu (2021) stated that female students in online learning shows more perseverant and engage since they have stronger self-regulation than male who showed positive attitude towards online learning having the ability to obtain more learning strategies and technical skills.

Krishnan (2020) also revealed that gender diversity and productivity of employees differ across gender, age group and work experiences promotes high satisfaction and engagement.

Staniscuaski et. al (2021) proved that female employee productivity decreases during pandemic especially those with children due to involved parenthood responsibility compared to men and female employee without children.

Shen and Joseph (2021) showed how gender may be a mediated or indirect factor in leadership as well as possible correlations between gender and various leadership qualities. We also investigate how gender influences both intrapersonal (d) and interpersonal (i.e., leader behaviors leadership outcomes) leadership processes.

Women are less likely to self-select into leadership roles when they are unable to approach their superiors in a fit of rage, The results are the same regardless of whether there is evidence of gender differences in decision-making while in the managerial position according to a study of Chakraborty & Serra (2021).

Soost & Moog (2021) believed that although they employ more people, female bosses generate revenues that are equal to those of their male counterparts. There are no differences between the sexes in terms of business succession

Marital status significantly influences job satisfaction and performance, as married individuals are more dedicated to their company, fostering loyalty and work happiness. They also report better work-life balance, requiring workplace flexibility policies. Balancing work and personal life is crucial for a healthy work environment, considering individual demands and circumstances. (Atif & Zubairi, 2018).

Marital status significantly influences performance and work happiness, but the relationship between marital status and performance and work happiness is unknown. Married individuals may be happier at work due to greater obligations, but no research has explored the connection between marital status and individual-level social prosperity. Current studies focus on present marital status, neglecting the impact of previous marital histories on current situations. (Hafeez et al., 2020).

Marital status significantly influences employee job satisfaction, with single employees being more satisfied. Married employees are more satisfied due to additional responsibilities, life satisfaction, mental well-being, and physical health. Some studies show lower satisfaction levels for married employees, while others find no significant effect. (Duah & Kofi, 2022).

Azim et al. (2023) stated that Job satisfaction is significantly influenced by an employee's marital status. Single employees tend to be happier than married or divorced workers, despite previous studies showing married workers are happier. The significance of a position in one's career, even for unmarried individuals, is a major contributor to job satisfaction. Married workers are happier due to increased obligations, better physical and mental health.

During the COVID-19 pandemic, healthcare workers, whether married or single, reported similar job satisfaction rates. However, single health care workers reported lower wellbeing rates. Married individuals had better wellbeing ratings due to quarantine restrictions. Social support was found to be protective for mental health during the pandemic, and resilience ratings rose with age. (Peng et al., 2022).

Educational attainment of an individual was the basis for hiring in certain position and institution were suggested to motivate its employee to enroll in post-graduate as professional development affecting self-efficacy and work initiatives (Abun et al., 2021).

Postgraduates' higher levels of self-regulation might have made them more resilient to outside shocks and able to adjust their learning patterns. They chose online learning over traditional learning as a result

according to Yu, (2021).

Additionally, Shewakramani et al. (2020) believed that managers could benefit from comprehending the association between education and work satisfaction offered by this study. Employee education modified their perspective of the workplace, which could further reduce productivity. The findings of this test demonstrated that levels of job satisfaction vary across employees with different educational backgrounds. The leaders' efficacy was significantly impacted by work experience. Additionally, the mix of academic credentials, professional experience, and job drive would then have a considerable impact on the principal in terms of performance.

Staff expressed higher level of satisfaction than people who performed administrative function since their work were recognized and being honored in the schools with respect to employee's seniority (Szromek, et. al., 2020)

Policies governing faculty promotion should take into consideration the association between the quantity of citations per faculty member and participation in administrative duties. Research-oriented academic careers might benefit or suffer from the organizational climate. Additionally, it affected the "price" that academic members must pay for accepting administration tasks according to Eckhaus (2020).

Work experiences were significantly affecting work performance of an employee which the organization should create effort to focus on experiences to increase overall performance through motivation (Putri, 2020).

According to Rybnicek et al., (2019) found positive correlation between Industry Leadership Experiences and the patent output of research departments. Only modestly positive effects of industry experience on the volume of outside funding. The department head's scientific background had a favorable impact on the department as a whole's publication output.

Training programs are essential for enhancing employee performance by addressing skill gaps, identifying development opportunities, and considering learning styles. They require adequate resources and should be tailored to staff duties. Managers and supervisors should encourage training, provide regular feedback, and establish a link between training and job progression. Incentives and modifications to training should be made to meet changing business needs and technology advancements. (Arulsamy et al., 2023).

Yimam (2022) Training is crucial for enhancing worker performance in engineering, academia, and business. Human resource management should conduct a training needs assessment to create programs that align with the company's strategic mission, goals, and objectives. Evaluations of responses, behavioral changes, skill acquisition, and program impact are essential.

Employee performance is crucial for a business's success, ensuring timely completion and alignment with corporate objectives. In the age of globalization, human resources are vital for productivity. High performance involves quantity, quality, and timing of work, while poor performance occurs when neglect is committed. Education significantly influences performance, although its effects are still unclear. (Rivaldo & Nabella, 2023).

Employee perception plays a crucial role in determining the effectiveness of training initiatives. It helps staff members acquire necessary skills and knowledge, enhancing their performance. Continuous evaluation of Performance Management Systems (PMS) is essential for ensuring high-quality training and development programs. For instance, the Namibian Defense Force's training and development program positively impacted personnel performance (Gebrehiwot & Elantheraiyan, 2023).

According to Nzimakwe & Utete (2024), employee training is crucial for enhancing performance and organizational productivity. It boosts a company's competitiveness, opens development opportunities, and enhances organizational and individual skills. Training programs improve employees' technological abilities, dedication, well-being, and sense of belonging. Research shows that training is an effective tool for achieving company objectives and producing high levels of production and performance. Investing in training can improve a company's financial situation, as poorly trained workers often perform poorly.

Abun et al. (2021) found that self-efficacy among employees varies significantly depending on

educational level and years of experience. There was a relationship between self-efficiency and educational achievement as well as length of employment for those who took part in the study.

The study's findings showed a correlation between educational background and job satisfaction among librarians working in Southern Nigerian university libraries. According to this study, university library directors should encourage their staff to pursue additional training. This will increase their job satisfaction and make the sponsorship easier according to Tinuoye & Adomi (2021).

Shewakramani & Jain (2020). Managers can benefit from comprehending the association between education and work satisfaction offered by this study. Employee education modifies their perspective of the workplace, which could further reduce productivity. The findings of this test demonstrate that levels of job satisfaction vary across employees with different educational backgrounds.

Tan & Olaore (2022) revealed a correlation between organizational learning and efficiency, operations, employee productivity, and management performance, indicating that organizational learning has a wide-ranging impact because it affects and influences the productivity and effectiveness of all employees at all organizational levels.

As concluded by Aldino & Susanti (2022), a good education level has a significant impact on an employee's performance and career advancement. The education of the acquired skills is beneficial for office work, and a high level of education will result in excellent performance in occupations that are sought after according to educational requirements.

Policies governing faculty promotion should take into consideration the association between the quantity of citations per faculty member and participation in administrative duties. Research-oriented academic careers might benefit or suffer from the organizational climate. Additionally, it affects the "price" that academic members must pay for accepting administration tasks according to Eckhaus (2020).

Gazi et al. (2022) highlighted that although a statistically insignificantly higher percentage of foremen reported being satisfied with their current position. The study also showed that for both groups of respondents, some job-related characteristics had a greater impact on job satisfaction than did personal factors. According to the study, factors such as pay, recognition for good work, participation in decision-making, promotion, and good relationships with coworkers were more significant as predictors of job satisfaction.

Njoku & Eseitonghe (2022) revealed on their study that new employee Orientation program imparts crucial information, practical skills, and competencies. informs a new employee about the culture, politics, history, objectives, and language of the company. The study's specific goals are to better understand how communication effectiveness is impacted by reduced anxiety and uncertainty.

Additionally, Santana et. al (2022) stated that the value of employees' emotional intelligence and how it affected their loyalty to the firm and to the leader. Given certain focuses, it can be argued that employees' emotional maturity, or the ability to recognize, understand, and learn from their emotions in an organizational context, creates more hospitable conditions for commitment. The instrumental bond of organizational commitment's continuity was negatively impacted by the affective commitment with the leader, demonstrating the importance of the study's two commitment foci. Based on employees' alignment with the organizational mission and vision, results regarding behaviors mirroring the culture statement were expressed. They value integrity, feel included, and appreciate giving back to the community. Utilization, frequency, and access to suitable communication tools were other findings related to the communication channels. Findings also showed that leaders behave in ways that support creativity and provide people the freedom they need to achieve at their best.

It was proved by Liu (2022) that internal knowledge dissemination negatively influences employee-based brand equity, according to a study by the University of British Columbia (UBC). However, emotional attachment and brand identification positively mediate the relationship. Findings of this study provide an insight to the organizations that effective dissemination of internal knowledge enhances employees' brand identification.

Also, Vandavasi et al. (2020) found how knowledge sharing affects the growth of group leadership and personal innovation in both direct and indirect ways. Make the case that knowledge exchange facilitates the occurrence of shared leadership, which fosters the development of innovative behavior.

Hemalatha & Kumaresan (2022) stated that employee's awareness in performance appraisal significantly affect satisfaction and positively affect work effort and effective organizational commitment.

Bulilan (2020) also stated that awareness very significant to employee as it will affect the career of an individual and participation in attainment of organizational plan for efficient and effective engagement to development and implementation.

Setyowati et. al (2020) concluded that knowledge management variables are the construction of knowledge management variables, which shows if the information acquired is sufficient to complete tasks and activities. The formation of the innovation variable is most valuable when measured by the management innovation indicator. Indicators of product innovation, process innovation, market innovation, and management innovation are generally accepted as part of innovation.

And according to Lorini & Moroni (2022), rule-free regulation is a kind of regulation that aims to influence and modify human behavior by operating in an adonic sphere, devoid of any form of intrinsic deontology. It is a form of regulation which does not require deontological categories, usually considered indispensable for the existence of law itself.

The performance of Non-Uniformed Personnel (NUP) in the Philippine National Police (PNP) was influenced by various personal, organizational, and systemic factors. Key demographic variables such as age, gender, marital status, educational attainment, rank or position, and years of experience significantly impacted workplace productivity, job satisfaction, and career progression. Addressing gender stereotypes and promoting leadership opportunities for women was crucial for fostering an equitable and high-performing workforce.

Educational attainment played a pivotal role in career progression and self-efficacy, with higher levels associated with better adaptability, increased initiative, and professional resilience. Employees who pursued advanced education exhibited stronger work initiative and problem-solving skills.

Training and development programs acted as catalysts for performance enhancement, helping to close competency gaps, support organizational goals, and strengthen employees' commitment to their roles.

Years of experience also contributed significantly to work productivity. Long-tenured NUPs brought valuable institutional knowledge and demonstrated higher job satisfaction, especially when promotions and recognition were aligned with their length of service and expertise. Rank or position influenced job satisfaction levels, with those in higher designations generally experiencing greater acknowledgment, responsibility, and motivation. Clearly defined roles, expectations, and advancement opportunities were essential for maintaining engagement and preventing dissatisfaction among lower-ranked employees.

Performance appraisals played a central role in reinforcing or diminishing these behaviors. Systems like the PNP's Performance Evaluation System (PES) were designed to serve not merely as bureaucratic exercises, but as motivational tools. When fair, objective, and transparent, these appraisals connected employee performance to meaningful consequences—such as salary adjustments, promotions, bonuses, and recognition. However, if perceived as biased or unclear, they risked eroding motivation and trust among NUPs.

Incentive mechanisms—including formal rewards, public recognition, promotions, and performance-based bonuses—further influenced motivation and job satisfaction. Recognition addressed the human need for appreciation, promotions offered avenues for growth, and bonuses provided tangible rewards for outstanding performance. Importantly, the perceived fairness and alignment of these systems with actual job responsibilities were crucial in maintaining morale and driving organizational success.

2. Methodology

This chapter discusses the methodology that was used to investigate the variables used in the present study. It includes research design, population and sampling, respondents, instrument, procedures, data analysis.

2.1. Research Design

This study utilized a causal comparative research design using a survey questionnaire via Google Forms. Costello (2023) defined causal comparative research as “a research design aimed at identifying and analyzing causal relationships between variables, specifically when the researcher does not have control over active manipulation of variables. Instead of manipulating variables as in experimental research, this method examines existing differences between or among groups to derive potential causes.”

In this study, a survey questionnaire was served as primary tool for data gathering and was used to determine the demographic profile of Non-Uniformed Personnel and the level of their performance in terms of their Task Performance, Contextual Performance, Adaptive Performance, and Counterproductive Work Behavior. The data collected from the respondents was examined for differences to identify and analyze causal relationships between the variables posited in this study.

2.2. Respondents of the Study

This study was focused on the performance assessment among PNP NUP of Province of Laguna to determine level of performance among Non-Uniformed Personnel in terms of Task Performance, Contextual Performance, Adaptive Performance, and Counterproductive Work Behavior. This study was participated by one hundred twenty-three (123) PNP NUP in the Province of Laguna with designations of Crime Registrars, Assistant Crime Registrars, Radio Operators, Admin Clerks, Admin Aides, Filing Clerk, National Police Clearance Processor, and Utility Worker.

2.3. Sampling Technique

The researcher used purposive sampling technique in this study and was participated by one hundred twenty-three (123) PNP NUP in the Province of Laguna to determine level of performance among Non-Uniformed Personnel in terms of Task Performance, Contextual Performance, Adaptive Performance, And Counterproductive Work Behavior. The respondents were chosen purposively based on the following criteria: (1) place of designation; (2) current designation; and (3) professional experience.

2.4. Research Instrument

The Individual Work Performance Questionnaire (IWPQ) crafted by Linda Koopsman in 2015 was adapted in this study. The questionnaire was modified in line with the objective of this study and has four parts. The first part of the questionnaire was to determine the demographic profile of NUPs such as age, sex, civil status, educational attainment, training competencies, length of service, and current designation. The second part was to determine the training competencies of the NUPs acquired throughout their length of service; while the third part of the questionnaire was composed of close-ended statements on the scale of 4 to 1 (4-Strongly Agree (SA), 3- Agree (A), 2-Disagree (D), 1-Strongly Disagree (SD)). This part of the study was utilized to determine the level of performance of Non-Uniformed Personnel in terms of Task performance, Contextual performance, Adaptive Performance, and Counter Work Behavior. Lastly, the fourth part of the questionnaire was used to identify the perception of the NUPs on their job performance.

The instrument used on this research undergone validation from the panels of the study. Then, the

instrument was subjected to pilot testing participated by forty (40) randomly selected NUPs from Rizal Police Provincial Office. The result of the Pilot Testing revealed that the survey questionnaire used was excellent and valid for the actual data gathering and demonstrated high validity, confirming that it is suitable and effective for collecting accurate data during the actual data gathering process.

2.5. Data-Gathering Procedure

The researcher handed over the survey questionnaire to the thesis adviser and other members of the panel for revisions and recommendations to ensure the relevance to the study. The researcher also acquired ethics clearance from the Office of the Vice President for Research and Innovation, and a certificate of content validation from the panel members to ensure that the survey questionnaire was aligned with the research objectives and adhered to the ethical norms. After validation, the researcher seek permission to the Acting Provincial Director and NUP Supervisor of Rizal Police Provincial Office at Camp MGen Licerio I Geronimo, Brgy. Dolores, Taytay, Rizal for Pilot Testing of this study. This was conducted prior to actual gathering of data and was submitted to the Statistician to test the validity and reliability of the questionnaire of this study. The Pilot Testing was participated by forty (40) randomly selected NUP from Rizal Police Provincial Office.

On the actual collection of data, the researcher seek permission to the Acting Provincial Director and NUP Supervisor of Laguna Police Provincial Office at Camp Gen. Paciano Rizal, Brgy. Bagumbayan, Sta. Cruz, Laguna. Then the researcher disseminated the survey questionnaire to the one hundred twenty-three (123) respondents of this study. Each respondent was given the same set of questionnaire via Google Forms to determine the level of performance among Non-Uniformed Personnel in terms of Task Performance, Contextual Performance, Adaptive Performance, And Counterproductive Work Behavior. The collected data was later submitted to Statistician for statistical treatment of data and analysis.

2.6. Ethical Consideration

The researcher secured a clearance from the Ethics Board of the Pamantasan ng Lungsod ng San Pablo before the gathering of data from the respondents of the study. Further, together with the request to conduct the study to the Non-Uniformed Personnel in Laguna, the Laguna Police Provincial Office, conducted separate evaluation of the adopted questionnaire to ensure that it follows the set standard operating procedures of the National Ethics Committee.

The following ethical principles were strictly adhered throughout the conduct of the study wherein the key ethical considerations include purpose of research, type of research intervention, participant selection, procedures, duration, risks, benefits, reimbursement, confidentiality, sharing the results, right to refuse or withdraw, and who to contact.

An online consent was obtained from all survey respondents using the same google form used in the conduct of the survey of the study.

2.7. Statistical Treatment of Data

The data collected in this study was subjected to the following treatment:

Frequency Count and Percentage was used to determine the demographic profile of Non-Uniformed Personnel in terms of age, sex, civil status, educational attainment, training competencies, length of service, and current designation.

Mean and Standard Deviation was employed to find out the level of performance of Non-Uniformed Personnel in terms of Task performance, Contextual performance, Adaptive Performance, and Counterproductive Work Behavior.

Kruskal Wallis H-test was utilized to test if there exist a significant difference in the level of performance of Non-Uniformed Personnel in the Fourth District of Laguna when grouped according to the demographic profile.

3. Results and Discussion

This chapter presents the results, analysis, and discussion of the findings with regards to the job performance among Non-Uniformed Personnel of Laguna and the factors influencing quality service.

3.1. Demographic Profile of Non-Uniformed Personnel

In this study, demographic profile of the respondents includes Age, Sex, Civil Status, Educational Attainment, Training, Length of Service, and Current Designation.

Table 1.1
Demographic Profile in terms of Age

Age	Frequency	Percentage (%)
30 years old and below	16	13
31-40 years old	51	41
41 years old and above	56	46
Overall	123	100

The demographic profile in terms of age was revealed in the Table 1.1, which shows the age bracket including 30 years old and below, 31-40 years old and 41 years old and above. The frequency and the percentage of the Non-Uniformed Personnel in Laguna were also included.

The Table 1.1, the demographic profile of 123 Non-Uniformed Personnel in Laguna in terms of age explained that most of the Non-Uniformed Personnel in the province composed of employees with the age 41 years old and above which resulted to 56 out of 123 or 46 percent of the respondents. It can be gleaned that most of the respondents were considered in their middle adulthood or middle ages performing their duties as part of Philippine National Police.

It reveals a correlation between age, organizational commitment, and individual work performance, with affective commitment being the most significant, with older employees exhibiting stronger emotional attachment to the institution. Likewise, Fredoline et al. (2024) stated that age significantly impacts workplace procedures, with businesses imposing minimum and maximum age restrictions. The ILO Convention 138 (1973) and Philippine Labor Code 137 outline strict rules for 15 to 18 years old, with a mandatory retirement age of 65.

Moreover, there are only 16 out of 123 respondents were considered as part of the age bracket of 30 years old and below. This can be gleaned that there was smallest percentage of young adulthood on the non-uniform personnel in the Philippine National Police Department within the province of Laguna.

On the study of Gabay, et. al. (2020), it exhibits that employees with younger age easily work out with the daily task and can be flexible, efficient and smoothly adopt to the technological challenges and constantly changing environment at work. On the other hand, older employees can produce high quality of work due to their expertise in the field as a result of their acquired training over the years in the service. All the employees on the study agreed that time management and setting priorities are the key essentials that helps them to do tasks well and work faster. These factors clearly illustrate factors that employees increase their work performance.

Table 1.2*Demographic Profile in terms of Sex*

Sex	Frequency	Percentage (%)
Female	84	68
Male	39	32
Overall	123	100

Table 1.2 showed the demographic profile of 123 Non-Uniformed Personnel in Laguna in terms of sex clarified that most of the Non-Uniformed Personnel in the province composed of female employees which composed of 84 out of 123 or 68 percent of the total respondents.

It was evident from the table that most of the Non-Uniformed Personnel who performed as office staff in the Philippine National Police within the province of Laguna is composed of female employees who performed clerical, administrative and technical works.

This result support to the study that gender stereotypes significantly impact women's representation in leadership roles, with women holding only 29% of senior management positions in 2020. Traditional masculinity traits often lead to males gaining leadership positions, influencing promotions and recruiting procedures. (Tremmel & Wahl, 2023).

Moreso, on the contrary, there were only 39 male employees out of 123 or 32 percent of the respondents are male who performed as non-uniform personnel in the Philippine National Police who performed office functions.

This result support to the study of Lin (2024) stated that gender stereotypes, influenced by biological differences, are prevalent in society and categorize people. These preconceptions can affect how men and women are judged for their talents and enforce perceived gender limits. For example, female students in science are often viewed as less gifted, which can lower their self-esteem and hinder their career advancement and job opportunities.

Table 1.3*Demographic Profile in terms of Civil Status*

Civil Status	Frequency	Percentage (%)
Annulled	5	4
Married	69	56
Single	44	36
Widow/Widower	5	4
Overall	123	100

Table 1.3 showed the demographic profile of 123 Non-Uniformed Personnel in laguna in terms of civil status. It is evident from the table that most of the Non-Uniformed Personnel in the province composed of married employee which composed of 69 out of 123 employee or 56 percent of the total respondents.

It can be gleaned from the table that there were more Non-Uniformed Personnel who are married compared to other category in terms of civil status which often influenced their retention and satisfaction within the organization. Most of the married individual values work and productivity due to the influence of the family.

This result support the study that marital status significantly influences job satisfaction and performance, as married individuals are more dedicated to their company, fostering loyalty and work happiness. They also report better work-life balance, requiring workplace flexibility policies. Balancing work and personal life are crucial for a healthy work environment, considering individual demands and circumstances. (Atif & Zubairi, 2018).

Meanwhile, both widow and annulled employees both composed of 5 employees out of 123 or 4 percent of the total respondents. It showed that there are only few Non-Uniformed Personnel are considered as annulled or separated with their partner and widow as there are only limited number of individual who were afforded to spent resources for legal annulment. Moreso, those widow and widower are only limited in the department as their satisfaction and focus on their work responsibility were affected.

This result support to the study of Azim et al. (2023) stated that job satisfaction is significantly influenced by an employee's marital status. Single employees tend to be happier than married or divorced workers, despite previous studies showing married workers are happier. The significance of a position in one's career, even for unmarried individuals, is a major contributor to job satisfaction. Married workers are happier due to increased obligations, better physical and mental health.

Table 1.4

Demographic Profile in terms of Highest Educational Attainment

Educational Attainment	Frequency	Percentage (%)
Associate Degree/Diploma	12	10
College Graduate	109	89
Masters' Degree	2	2
Overall	123	100

Table 1.4 showed the demographic profile of 123 Non-Uniformed Personnel in laguna in terms of highest educational attainment. It is evident from the table that most of the Non-Uniformed Personnel in the province composed of employees who were college graduate which composed of 109 out of 123 employee or 89 percent of the total respondents.

It can be gleaned from the table that most of the NUP in the Laguna Police Provincial Office who were performing administrative, clerical and technical task obtained their college degree as it is the initial requirement of the department in hiring prospective employees to align the work description to the ability of employees who designated in the position.

This result support to the study Abun et al., (2021) that educational attainment of an individual was the basis for hiring in certain position and institution were suggested to motivate its employee to enroll in postgraduate as professional development affecting self-efficacy and work initiatives.

Moreso, there are only two (2) Non-Uniformed Personnel out of 123 or 2 percent of the total respondents obtained their Master's Degree. It is evident that only limited number of employees who were eager to obtain graduate programs as professional development track due to varied responsibilities and supports from the institutions.

This result support to the study that postgraduates' higher levels of self-regulation might have made them more resilient to outside shocks and able to adjust their learning patterns. They chose online learning over traditional learning as a result according to Yu (2021).

Table 1.5*Demographic Profile in terms of Length of Service (in years)*

Length of Service	Frequency	Percentage (%)
10 years below	111	90
11-20 years	5	4
above 20 years	7	6
Overall	123	100

Table 1.5 showed the demographic profile of 123 Non-Uniformed Personnel in Laguna in terms of length of service. It is evident from the table that most of the Non-Uniformed Personnel in the province composed of employees who obtained service years of 10 years and below which composed of 111 out of 123 employee or 90 percent of the total respondents.

It can be gleaned from the table that most of the NUP in the Laguna Police Provincial Office who were performing administrative, clerical and technical task stayed in the organization not more than 10 years as some of the seasoned employees look for better opportunities and benefits. Also, with number of NUP who are new to the organization requires more training and experiences to effectively perform duties and responsibilities limiting the difficulty in the organization.

This result support to the study that work experiences were significantly affecting work performance of an employee which the organization should create effort to focus on experiences to increase overall performance through motivation (Putri, 2020).

Moreover, there are only 5 Non-Uniformed Personnel in the Laguna Police Provincial Office who obtained their service for 11-20 years as the loyalty and employee satisfaction also focused on the management and priorities of the department for certain department within the organization. With a greater number of years in service, they obtained amount of experiences and knowledge about the organization equipped with necessary capability, can manage challenges and access other opportunities.

Table 1.6*Demographic Profile in terms of Current Designation*

Current Designation	Frequency	Percentage (%)
Admin Aide	1	1
Admin Clerck	6	5
Assistant Crime Registrar	35	28
Crime Registrar	62	50
Filing Clerk	1	1
NPC Processor	1	1
PEMAC Officer	1	1
Radio Operator	15	12
Utility Worker	1	1
Overall	123	100

Table 1.6 showed the demographic profile of 123 Non-Uniformed Personnel in Laguna in terms of current Designation. It is evident from the table that most of the Non-Uniformed Personnel in the province composed of crime registrar with of 62 out of 123 employee or 50 percent of the total respondents.

It evident from the table that most of the NUP in the Laguna Police Provincial Office who were assigned to maintain accurate and complete data of incidents encoded correct records that involved in the jurisdiction of organization's duties and responsibility.

This result support to the study that staff expressed higher level of satisfaction than people who performed administrative function since their work were recognized and being honored in the organization with respect to employee's seniority (Szromek, et. al., 2020)

Table 1.6 also showed that 97 or 78 percent of the Non-Uniformed Personnel in Laguna are Crime Registrars and Assistant Crime Registrars who deliberately functions under the Investigation Section of each Police Stations within the province of Laguna. Their duties and responsibilities are not limited to encoding, monitoring and updating of crime incidents but also functions in other sections in the station such as Operation Section, Admin Section, Logistics Section and Police Community Relations Sections. This results to the overlapping of duties that compromises their main job descriptions.

Due to the provision of PNP Memorandum Circular No. 2023-005 titled, "Duties, Responsibilities, and Management of PNP Non-Uniformed Personnel (NUP) Designated as Crime Registrars and Assistant Crime Registrars", only 15 or 12 percent of the total number of Non-Uniformed Personnel in Laguna are designated as Radio Operators. This provision was made to cope of with the demands on administrative support within the organization.

Meanwhile, the Administrative Aide, Filing Clerk, NPC Processor, PEMAC Officer and Utility Workers were composed of 1 out of 123 or 1 percent of the total Non-Uniformed Personnel in Laguna. This can be entailed that there are numbers of clerical works in the organization who are composed of minimal staff within the province.

3.2. Training Competencies

Table 2.1
Investigation Training

Training	Frequency	Percentage (%)
Basic Forensic Chemistry Course	0	0
Basic Forensic DNA Analysis Course (formerly DNA Examiners Basic Course)	0	0
Basic Scene of Crime Operations Course (BSOCOC)	0	0
Criminal Investigation Course (CIC)	3	2
Identification and Seizure of Digital Evidence Course (ISDE)	0	0
Introduction to Cybercrime Investigation Course (ICIC)	1	1
Introduction to Digital Forensics Investigation	0	0
Pro-active Internet Investigation Course	0	0
Next Generation Investigative Solution Training (NGIS)	42	34
Automated Fingerprint Identification System Training (AFIS)	0	0
Non-Uniformed Personnel Basic Intelligence Course (NUPBIC)	0	0
None	70	57

Others	7	6
Overall	123	100

Table 2.1, the demographic profile of 123 Non-Uniformed Personnel in Laguna in terms of investigation Training clarified that most of the Non-Uniformed Personnel in the province composed of employees who have no trainings under investigation training which composed of 70 out of 123 employee or 57 percent of the total respondents.

This can be inferred that the Non-Uniformed Personnel had no exposure in investigation concepts and process like forensic courses and digital crime investigations. Since most of the Non-Uniformed Personnel were from varied courses, chances of obtaining trainings under investigation activity were limited.

Based on the Table 2.1, most of the training obtained zero which indicated that no Non-Uniformed Personnel in the PNP in the Province of Laguna attended training with topic. Although there are only one (1) Non-Uniformed Personnel attended in the Introduction to Cybercrime Investigation Course (ICIC).

This entailed that most of the Non-Uniformed Personnel had limited understanding of procedures and practices on conducting fair and effective investigation within the department. The laws the corresponded the different scenario were not disseminated and oriented among the employee to practice guidance in investigation process. The framework of investigation procedures was not introduced among Non-Uniformed Personnel as they had limited exposure affecting their skills and understanding in identifying variables of investigation, question delivery among varied considerations, and processing series of observation along with investigations.

Table 2.2
Operation Training

Training	Frequency	Percentage (%)
Civil Regulatory Security Course (CSRC)	0	0
Emergency Medical Technician First Aid Responders (EMT-FR) Basic Course	1	1
PNP Basic Data Communications and Networking Course	4	3
None	118	96
Overall	123	100

Table 2.2, the demographic profile of 123 Non-Uniformed Personnel in Laguna in terms of operational training supported that most of the Non-Uniformed Personnel in the province composed of employees who have no trainings under operational training which composed of 118 out of 123 employee or 96 percent of the total respondents.

This can be inferred that most Non-Uniformed Personnel had no exposure in operation training which aid them to have practical skills and knowledge about PNP operation flow with utmost exposure in the scenario. It is due to varied courses of Non-Uniformed Personnel resulted in minimal understanding of different skills needed to function in the department.

This result support to the study of Njoku & Eseitonghe (2022) revealed on their study that new employee Orientation program imparts crucial information, practical skills, and competencies. informs a new employee about the culture, politics, history, objectives, and language of the company. The study's specific goals are to better understand how communication effectiveness is impacted by reduced anxiety and uncertainty.

Based on the Table 2.2, it is evident that among the training provided under operational training, civil regulatory security course obtained the least number of employee trained which entailed that there is

limited understanding among PNP Non-Uniformed Personnel regarding the security aspect of civilian sectors regulated by the government. Security measures in information technology, construction and aviation were limited among PNP Non-Uniformed Personnel.

This result support to the study of Santana et. al (2022) It was clear the value of employees' emotional intelligence and how it affected their loyalty to the firm and to the leader. Given certain focuses, it can be argued that employees' emotional maturity, or the ability to recognize, understand, and learn from their emotions in an organizational context, creates more hospitable conditions for commitment. The instrumental bond of organizational commitment's continuity was negatively impacted by the affective commitment with the leader, demonstrating the importance of the study's two commitment foci.

Table 2.3*Administrative Training*

Training	Frequency	Percentage (%)
Basic Communications and Electronics Course (BCEC)	21	17
Basic Logistic Course (BLC)	3	2
Basic Planning Course (BPC)	0	0
Communications and Electronics and Networking Course	0	0
Communications and Electronics Equipment Technician Course (CEETC)	4	3
Computer Hardware Maintenance and Troubleshooting Course	18	15
Computer Programing Course	0	0
Finance NUP Course	0	0
Logistics Management Course (LMC)	0	0
Multimedia Course	0	0
PNP Basic Computer Essentials Course	2	2
System Analysis and Design Course (SADC)	0	0
Web Development Course	0	0
None	75	61
Overall	123	100

As shown in the Table 2.3, the demographic profile of 123 Non-Uniformed Personnel in Laguna in terms of administrative training discussed that that most of the Non-Uniformed Personnel in the province composed of employees who have no trainings under administrative training which composed of 75 out of 123 employee or 61 percent of the total respondents.

It can be gleaned from the results that the Non-Uniformed Personnel in the Philippine National Police within the Province of Laguna had limited exposure on the framework on process of improving organization efficiency through affectively role compliance and communication across departments leading to organization efficiency.

This result support to the study of Govan (2019) that based on employees' alignment with the organizational mission and vision, results regarding behaviors mirroring the culture statement were expressed. They value integrity, feel included, and appreciate giving back to the community. Utilization, frequency, and access to suitable communication tools were other findings related to the communication channels. Findings

also showed that leaders behave in ways that support creativity and provide people the freedom they need to achieve at their best.

Based on the findings, the most of the trainings under administrative training obtained zero or no employee had exposed in particular training to enhance their office management practice and understanding of organization procedure other than Basic Communication and electronics course (BCEC) with 21 out of 123 or 17 percent of the population, Basis Logistic Course (BLC) with 3 out of 123 or 2 percent, Communications and Electronics Equipment Technician Course (CEETC) with 4 out of 123 or 3 percent, Computer Hardware Maintenance and Troubleshooting Course with 18 out of 123 or 15 percent and PNP Basic Computer Essentials Course with 2 out of 123 or 2 percent of the Non-Uniformed Personnel.

This implied that the Non-Uniformed Personnel under Philippine National Police within the province of Laguna received formal training on the procedures concerning fundamental principles of information dissemination, resources distribution and storage among department under their operations. Moreso, it is noticeable that the training of the personnel focused on improving communication skills and fundamental understanding of computer utilization applied to their duties and responsibility within the department.

This result support to the study of Liu (2022) proved that internal knowledge dissemination negatively influences employee-based brand equity, according to a study by the University of British Columbia (UBC). However, emotional attachment and brand identification positively mediate the relationship. Findings of this study provide an insight to the organizations that effective dissemination of internal knowledge enhances employees' brand identification.

3.3. Level of Performance

In this study, the level of Non-Uniformed Personnel included the task performance, contextual performance, adaptive performance, and counter work behavior. The level of performance of Non-Uniformed Personnel in terms of task performance, adaptive performance, contextual performance and counterproductive work behavior were revealed in the following table, which shows the statement, mean, standard deviation and verbal interpretation.

Table 3.1
Level of Performance in terms of Task Performance

Indicator	Mean	SD	Interpretation
<i>As non-uniformed personnel, I...</i>			
1. manage my tasks effectively to ensure timely completion.	3.61	0.49	Strongly Agree
2. perform my tasks efficiently with minimal time and effort.	3.43	0.51	Agree
3. complete my tasks independently with minimal supervision.	3.47	0.52	Agree
4. handle multiple tasks as needed.	3.44	0.51	Agree
5. extend my working hours to complete tasks and meet deadlines when necessary.	3.54	0.50	Strongly Agree
6. sometimes take longer than expected to complete my tasks.	3.03	0.64	Agree
7. accomplish my tasks with minimal errors.	3.24	0.50	Agree
8. seek training opportunities to enhance task performance.	3.41	0.53	Agree
9. take on additional tasks assigned by my superiors.	3.36	0.53	Agree
10. manage my tasks effectively to ensure timely completion.	3.41	0.51	Agree
Overall	3.39	0.37	High
Legend: 3.51-4.00 Very High 2.51-3.50 High 1.51-2.50 Low 1.00-1.50 Very Low			

Table 3.1 showed the level of performance in terms of task performance. It can be gleaned the Non-

Uniformed Personnel in Laguna Police Provincial Office had high level ($M=3.39$, $SD=0.37$) on their task performance as they were able to handle and perform varied task and accomplished with minimal error and supervision ensuring compliance on time.

It was evident in the table that Non-Uniformed Personnel in Laguna Police Provincial Office were strongly agree ($M=3.61$, $SD=0.49$) that they manage my tasks effectively to ensure timely completion. This entailed that the Non-Uniformed Personnel perform their duties and responsibilities particularly paper works and reports on time to comply on the requirements. The employees ensure that they performed the task assigned and monitor their own progress to comply on the requirements to meet the office deadlines.

Moreso, Non-Uniformed Personnel in Laguna Police Provincial Office were agree ($M=3.03$, $SD=0.64$) that they sometimes take longer than expected to complete my tasks. It entailed that Non-Uniformed Personnel in Laguna Police Provincial Office least considered the late submission of the tasked assigned and take strategies to accomplish duties and responsibilities to meet the deadline.

This result support to the study of Chu, et al. (2024) that task performance is a crucial aspect of an organization's operations, promoting career growth and achieving company objectives. Organizational support positively impacts task performance, with a long-term study showing that it positively predicts task performance within a year. This study uses goal setting, self-determination, social exchange, and the happy-productive worker hypothesis to examine the impact of organizational support on task performance among Chinese workers.

Additionally, task performance is a crucial aspect of an organization's operations, promoting career growth and achieving company objectives. Organizational support positively impacts task performance, with a long-term study showing that it positively predicts task performance within a year. This study uses goal setting, self-determination, social exchange, and the happy-productive worker hypothesis to examine the impact of organizational support on task performance among Chinese workers. (Chu, et al., 2024).

Table 3.2
Level of Performance in terms of Contextual Performance

Indicator	Mean	SD	Interpretation
<i>As non-uniformed personnel, I can...</i>			
1. fulfill my duties and responsibilities effectively.	3.62	0.49	Strongly Agree
2. communicate and collaborate well with other personnel in the office.	3.56	0.50	Strongly Agree
3. use communication with colleagues to enhance task completion.	3.55	0.50	Strongly Agree
4. take the initiative to solve problems when they arise.	3.45	0.55	Agree
5. take the initiative to organize tasks when necessary.	3.43	0.54	Agree
6. handle additional tasks in different units or sections of the office.	3.26	0.61	Agree
7. take on challenging work tasks when needed.	3.37	0.56	Agree
8. ensure my files and work materials are well-organized.	3.40	0.58	Agree
9. develop creative ideas and solutions in the workplace.	3.37	0.52	Agree
10. maintain a high level of satisfaction among clients and co-workers.	3.78	3.69	Strongly Agree
Overall	3.48	0.56	High
<i>Legend:</i> 3.51-4.00 <i>Very High</i> 2.51-3.50 <i>High</i> 1.51-2.50 <i>Low</i> 1.00-1.50 <i>Very Low</i>			

Table 3.2 showed the level of performance in terms of contextual performance. It can be gleaned the

Non-Uniformed Personnel in Laguna Police Provincial Office had high level ($M=3.26$, $SD=0.61$) on handling additional tasks in different units or sections of the office. The employee practice of accepting additional responsibilities assigned although it is from different office yet related to accomplishment of organization in specific activity. The NUP although encountered challenges, accepted additional responsibilities to practice collaboration in achieving common goal.

It is evident in the table that the on uniform personnel of Philippine National Police that they are strongly agree ($M=3.62$, $SD=0.49$) that they were able fulfill my duties and responsibilities effectively. This implied that the staff of the department assured that they practice their duties and responsibilities aligned with the satisfactory standards. The staff were confident that they meet the standard qualifications on creating reports and activities related to their responsibility.

The result support to the study of Akanpaadgi et al. (2024) that effective performance management improves individual, team, and organizational performance. However, managers often prioritize task performance over contextual performance. Emotional and social intelligence of office workers are crucial for contextual performance. Managers should encourage successful performance, even if leadership tactics negatively impact it. Regular evaluations of office holders' performance are essential for determining tenure continuation, as they determine the effectiveness of leadership styles.

Accordingly, Positive emotions and engagement at work significantly improve performance. These emotions broaden employees' perspectives and behaviors, increasing the volume and contextual performance. They predict everyday work involvement, affecting output. Positive emotions boost motivation, commitment, and engagement, reducing non-work-related distractions. Empirical data supports this, showing daily boosts from happy feelings improve performance and engagement. Thus, happy feelings at work can benefit individuals and companies by enhancing performance. (Silva & Caetano, 2024).

As shown in the Table 3.2, level of performance in terms of contextual performance of Non-Uniformed Personnel in the Philippine National Police had high level ($M=3.48$, $SD=0.66$) on their contextual performance as they were able communicate and collaborate with other employees in performing task assigned. Also, the personnel were able to organize task and file to assure the accomplishment of duties and address challenges through creating solutions.

It can be entailed from the overall contextual performance of PNP Non-Uniformed Personnel in the Province of Laguna practice collaboration with other employees across department for effective problem solving and responding to the problems encountered organization. They had the initiative to take challenging additional task and challenging works to ensure file organization and compliance in duties and responsibilities. They develop innovation and creativity and practice in the workplace while dealing the challenges in the organization to cater the needs of clients and ensure satisfaction.

Table 3.3

Level of Performance in terms of Adaptive Performance

Indicator	Mean	SD	Interpretation
<i>As non-uniformed personnel, I...</i>			
1. keep my job knowledge up to date through continuous learning.	3.42	0.50	Agree
2. keep my job skills current to enhance my performance.	3.40	0.55	Agree
3. demonstrate flexibility in adapting to various work demands.	3.43	0.53	Agree
4. complete tasks at home beyond working hours when necessary.	3.44	0.53	Agree
5. cope well with difficult situations and setbacks at work while maintaining resilience.	3.29	0.47	Agree
6. recover quickly from challenges and setbacks in the workplace.	3.34	0.49	Agree
7. develop creative solutions to new and complex problems.	3.29	0.47	Agree
8. handle uncertain and unpredictable situations effectively.	3.26	0.46	Agree
9. easily adjust to changes in my work environment.	3.35	0.50	Agree
10. seek and apply feedback to improve the quality of my work.	3.39	0.51	Agree

	Overall			3.48	0.56	High
<i>Legend:</i>	3.51-4.00	Very High	2.51-3.50	High	1.51-2.50	Low
	1.00-1.50	Very Low				

Table 3.3 showed the level of performance in terms of adaptive performance. It can be gleaned the Non-Uniformed Personnel in Laguna Police Provincial Office had high level ($M=3.48$, $SD=0.56$) on their adaptive performance as they were able to attain up to date knowledge and skills as part of professional development in enhancing performance and accomplishing task related to their job. The staff were able to adopt in different challenges as they create alternative solution and extend time to comply on the demand of their responsibilities.

It is very evident from the table that the non-uniform personnel of Philippine National Police agree ($M=3.44$, $SD=0.53$) that they keep my job knowledge up to date through continuous learning. This showed the willingness of the non-uniform personnel to attain updated skills and competencies that they may use in performing their duties and responsibilities. The staff engaged in various training, seminar and continuous professional development activities to cope with the trend of the profession and use updated tool that meets the standard requirements of the reports.

The result support the study of Alnakhli et al. (2020) who believed that social influence, reciprocal interaction of individual, adaptive behavior, positive work environment and self-leadership strategies increases employee's work performance. This happens when personal goals and organizational standards are aligned. Hence, employees are motivated to work and encourage behavior that facilitates productivity and efficiency.

Moreover, adaptive performance is crucial for employees to adapt to changing work settings, such as teleworking, and to achieve success in their careers. This performance capability leads to enhanced performance capability, increased change management, and compliance with changing consumer expectations. Research on intrinsic motivation, organizational commitment, and a sense of purpose is challenging, but a harmonious work-purpose relationship increases productivity and outperforms peers. (Tan & Antonio, 2022).

It is very evident from the table that the Non-Uniformed Personnel in Laguna Police Provincial Office agree ($M=3.44$, $SD=0.53$) that they keep my job knowledge up to date through continuous learning. This showed the willingness of the non-uniform personnel to attain updated skills and competencies that they may use in performing their duties and responsibilities. The staff engaged in various training, seminar and continuous professional development activities to cope with the trend of the profession and use updated instruments and tools to meet the standard requirements on the completion of the reports.

Moreso, although the NUP least consider, they are strongly agree ($M=3.26$, $SD=0.46$) that they handle uncertain and unpredictable situations effectively. This can be viewed that the Non-Uniformed Personnel were flexible enough to perceive challenges and difficulty in performing duties and responsibilities in the field. The staff were able to cope with unpredictable situations as they were able to create alternative solution and perform decision making that fits best on performing the task.

The result support the study of Tang et al. (2024) which stated that adaptive performance refers to workers' ability to adapt to changing work environments and enhance skills. It is influenced by organizational, job, group, and individual characteristics. Positive psychology, which emphasizes human attributes and strengths, has gained popularity. Employers can help their staff adapt to the constantly changing workplace by recognizing its advantages.

Table 3.4*Level of Performance in terms of Counterproductive Work Behavior*

Indicator	Mean	SD	Interpretation
<i>As non-uniformed personnel, I...</i>			
1. consistently arrive at work on time.	3.34	0.49	Agree
2. take appropriate breaks to maintain productivity between tasks.	3.32	0.50	Agree
3. focus on important matters and avoid unnecessary complaints at work.	3.39	0.49	Agree
4. express my emotions and concerns professionally with colleagues.	3.27	0.48	Agree
5. maintain a positive outlook and focus on solutions in work situations.	3.37	0.48	Agree
6. discuss work-related challenges constructively with colleagues.	3.33	0.47	Agree
7. maintain professionalism by keeping workplace concerns within the organization.	3.41	0.49	Agree
8. stay committed to completing my tasks efficiently.	3.42	0.50	Agree
9. take full responsibility for my work without relying on others to complete it.	3.33	0.52	Agree
10. balance my personal and professional responsibilities effectively.	3.42	0.54	Agree
Column4	3.36	0.40	High
<i>Legend:</i> 3.51-4.00 <i>Very High</i> 2.51-3.50 <i>High</i> 1.51-2.50 <i>Low</i> 1.00-1.50 <i>Very Low</i>			

Table 3.4 showed the level of performance in terms of counterproductive work behavior. It can be gleaned the Non-Uniformed Personnel in Laguna Police Provincial Office had high level ($M=3.48$, $SD=0.56$) on their counter work behavior implementation as they were able to express ideas professionally to maintain motivation and work efficiency. Also, the staff take full responsibility in balancing duties at work and personal responsibilities to maintain productivity.

This support to the study of Valensiana & Sawitr (2024) which stated that workplace stress can lead to unproductive work behavior which can indirectly affect employees' intentions to leave their jobs. Counterproductive actions such as lateness, inefficiency, and arguing with coworkers can increase the likelihood of employees wanting to quit the organization. CWB refers to unfavorable acts that harm the company or other employees, such as ineffective behavior, increased tardiness or absenteeism, disputes with coworkers or management, and sabotage activities that impede the work of others. Therefore, addressing counter productive work behavior is crucial to reducing stress and promoting productivity in the workplace.

It is evident that the Non-Uniformed Personnel in Laguna Police Provincial Office agree ($M=3.42$, $SD=0.54$) they balance my personal and professional responsibilities effectively and stay committed to completing my tasks efficiently ($M=3.42$, $SD=0.50$). It can be entailed that the staff of the PNP values work-life balance as they practice their professional responsibilities with commitment related to their designation in the organization while also complying in their responsibilities at home.

This result support to the study of Shen & Lei (2022) which concluded on the impact of leadership traits on organizational citizenship behaviors (OWB) and work-life balance (CWB) of subordinates. It identifies three aspects: leadership psychological traits, leadership behavioral traits, and leadership ability

traits. Positive behavioral traits encourage positive reactions, while leadership skills are crucial for building trust and influencing performance habits. The study also considers work and personal resources in influencing CWB.

Furthermore, although the Non-Uniformed Personnel least considered, they agree ($M=3.32$, $SD=0.50$) that they take appropriate breaks to maintain productivity between tasks. It can be gleaned that the Non-Uniformed Personnel least consider the break to maintain productivity in the workplace, yet it affects their willingness to perform varied task assigned as it allows them to have rest in times of difficult and continue to perform duties after the rest.

As shown in the Table 3.4, the overall level of performance in terms of counter work behavior of Non-Uniformed Personnel in the Philippine National Police had high level ($M=3.48$, $SD=0.56$) on their counter work behavior implementation.

This supports the study of Valensiana & Sawitr (2024) which stated that workplace stress can lead to unproductive work behavior which can indirectly affect employees' intentions to leave their jobs. Counterproductive actions such as lateness, inefficiency, and arguing with coworkers can increase the likelihood of employees wanting to quit the organization. CWB refers to unfavorable acts that harm the company or other employees, such as ineffective behavior, increased tardiness or absenteeism, disputes with coworkers or management, and sabotage activities that impede the work of others. Therefore, addressing counter productive work behavior is crucial to reducing stress and promoting productivity in the workplace.

PNP Non-Uniformed Personnel in the Province of Laguna were able to set priorities in workplace while practicing breaks yet mindful in time. They were able to express ideas professionally to maintain motivation and work efficiency. Also, the staff take full responsibility in balancing duties at work and personal responsibilities to maintain productivity.

3.4. Test of Difference on the Level of Performance

The significant differences on the Performance of Non-Uniformed Personnel in Laguna Police Provincial Office were revealed in the following table, which shows the independent variable, H-value, p-value and analysis of data.

Table 4
Test of Difference on the Level of Performance

Profile Variable	H-Value	P-Value	Interpretation
Age	0.27	.873	Not Significant
Sex	4.52	.034	Significant
Civil Status	11.57	.009	Significant
Educational Attainment	4.87	.008	Significant
Length of Service	2.4	.301	Not Significant

Legend: $p < 0.05$ Significant; $p \geq 0.05$ Not Significant

Table 4 showed the significant difference on the performance of Non-Uniformed Personnel in Laguna Police Provincial Office in with consideration in demographic profile such as age, sex, civil status, educational attainment and length of service.

The table indicated that the demographic profile of NUP in terms of sex showed significant differences on the work performance as it obtained p-value of 0.034 which was less than the significant level of 0.05. It clarified that the employee's sex affects the individual performance and productivity in the workplace showed as there were differences between male and female ability to comply with requirements of

the job specification. The male and female employees had different limitations in performing task assigned which showed different productivity level in gender groups.

The result support the study of Manzi et al. (2024) which stated that gender imbalances in public administration hinder women's professional growth, leading to perceptions of inferior performance, male participation in management roles, and increased childcare and home chores. Heilman's Lack of Fit Theory suggests gender biases influence HR biases, limiting women's access to management roles. Despite quotas, female presence in Kenyan PAs has not improved.

In addition, demographic profile of Non-Uniformed Personnel in terms of civil status showed significant differences on the work performance as it obtained p-value of 0.009 which was less than the significant level of 0.05. This implied that the civil status of the Non-Uniformed Personnel in Laguna Police Provincial Office was different based on their civil status as the single employees focus their attention on career growth while the married employees divided their attention from family responsibility and professional growth.

This result support the study of Duah & Kofi (2022) that concluded marital status significantly influences employee job satisfaction, with single employees being more satisfied. Married employees are more satisfied due to additional responsibilities, life satisfaction, mental well-being, and physical health. Some studies show lower satisfaction levels for married employees, while others find no significant effect.

Also, educational attainment of the non-uniform personnel in Philippine National Police serves a great determinant in performance differences as it obtained p-value of 0.08 lower than the significant level of 0.05 which indicated significance. This indicated that the work performance of employees were different based on their educational attainment as the higher educational attainment obtained theoretical foundation of practice in management of duties and responsibilities which offered greater opportunity to access higher position in the organization. Moreso, the educational attainment serves as the basis of the organizational head assigning task and delegation of complex responsibilities.

The study's findings showed a correlation between educational background and job satisfaction. Administrators should encourage their staff to pursue additional training. This would increase their job satisfaction and made the sponsorship easier according to (Tinuoye, et. al., 2021).

Moreover, the age and length of service obtained p-value greater than 0.05 level of significance which indicated not significant in level of performance. This implied that the age of the employee does not identify their productivity and level of performance in the workplace as most often, experiences varies. While the employee also showed similar level of work performance in consideration to the length of service in the organization as training and exposure level might not be different and leadership support in the employee.

This support to the study of Saleem et al. (2023) who expressed that "mindful organization, a psychological safety and supportive environment and leadership method has been shown to positively impact individual task performance. This approach boosts worker output and creates a supportive environment among supervisors and colleagues."

From the findings above, it can infer that at 0.05 level of significance, the null hypothesis stating that *there are no significant differences in the level of performance among PNP Non-Uniformed Personnel in the province of Laguna* was partially rejected, which incites that the performance of non-uniformed Personnel was different as group according to demographic profile while others are not. This denoted that the demographic profile of showed great effect in the productivity of the non-uniformed personnel in Philippine National Police as the experience, theoretical background, gender and limitations and personal responsibilities at home may influenced compliance of the tasked assigned and focused on the workplace.

3.5. Perception on the Job Performance

Table 5
Perception on the Job Performance

Perception	Frequency	Percentage (%)
Yes	113	92
No	10	8
Overall	123	100

As shown on the Table 5, it is evident that 113 out of 123 or 92 percent of Non-Uniformed Personnel in Laguna perceived that their current job designations are aligned to their job position. In contrary, 10 or 8 percent of Non-Uniformed Personnel in Laguna believed that their current designations are not aligned to their job position due to work overload and overtime.

Most of the Non-Uniformed Personnel in Laguna are experiencing overlapping of workload as a result of multiple designations in the office to supply lack of human resources. Additionally, NUP mainly assigned in Municipal Police Stations are facing lack of equipment such as computer, printer and storage that challenges Non-Uniformed Personnel to perform their duties and responsibilities. Helmi, et. al (2025) firmly believes that “to overcome the negative impact of the lack of HR, the company needs to implement an effective recruitment strategy, increase training to optimize employee performance and improve operational management processes to be more efficient.”

Moreover, many Non-Uniformed Personnel suggested to have continues training every year to enhance the training competencies of the personnel as well as to ensure that their skill s and knowledge are up to date to cope up with the uprising demands of work. On the other hand, some of the NUP indicated that their salary and other compensation should be increased as part of the work appraisal process that will surely boost their morale in performing their duties and responsibilities.

3.6. Proposed HR Intervention Plan for the Enhancement of Job Performance of Non-Uniformed Personnel in Laguna

Based on the result of the study, the intervention plan aims to enhance the job performances of Non-Uniformed Personnel in Philippine National Police within the province of Laguna. The planned were endorsed to Human Resource Department as basis for department practices in compliance of varied duties and responsibilities.

The researcher created the proposed HR Intervention Plan which was composed of seven core responsible persons to be assigned in every Police Station, namely: (1) Administrative Officer (Chief Crime Registrar), (2) Administrative Assistant IV (Crime Registrar), (3) Administrative Assistant III (Assistant Crime Registrar), (4) Administrative Assistant I (NPC Processor/Verifier), (5) Administrative Assistant I (Plans and Operations), (6) Admin Aide IV, and (7) Radio Operator. These Non-Uniformed Personnel will address the action areas in the organization such as accounting of personnel, timely encoding of all crime incidents, outdated case status, timely submission of reports, late encoding of crime incidents, availability of reports, lack of administrative staff, releasing of National Police Clearance, proper communication in the station and the endorsement of Katarungang Pambarangay Cases.

The proposed HR Intervention Plan was designed to cope up with the demands of Administrative Staff in the organization and to give them specific job functions that will contribute to the success of

organization's overall performance. This will give aid to the current challenge of lack of administrative support in the organization specifically in City and Municipal Police Stations nationwide. By providing additional Non-Uniformed Personnel, the demands in technological improvement of the organization will have a long-term impact on public service delivery.

Table 6
Proposed HR Intervention Plan for the Enhancement of Job Performance of Non-Uniformed Personnel in Laguna

Action Area	Specific Activities	Objectives	Responsible Person(s)	Timeline	Resources Needed	Expected Outcomes
Accounting of Personnel	Monitoring of personnel	To monitor the presenteeism, absenteeism or tardiness of personnel	Administrative Officer (Chief Crime Registrar)	Every day	Computer, Printer, NUP Daily Personnel Accounting Report (DPAR)	Provides administrative and clerical support to ensure smooth operation within in the organization.
Timely encoding of all crime incidents	Administrator on encoding and monitoring of all data in the PNP e-System	To encode crime incidents within 24 hours upon occurrence.	Administrative Officer (Chief Crime Registrar)	Within 24 hours	Computer, Spot Reports, Informative Reports and PNP e-Systems	All crime incidents occurred within the area of responsibility will be encoded within 24 hours.
Outdated case status	Administrator on updating of all data in the PNP e-System	To ensure that all encoded crime incidents are updated.		Upon receiving of the case update	Computer, Court Orders, Crime Statistics and PNP e-Systems	The case status of all encoded crime incidents will be updated continuously until the case be resolved or dismissed.
Timely submission of reports in Investigation Section	Prepares reports and memorandums in Investigation Section	To prepare reports memorandums in Investigation Section		Every day	Computer, Crime Data, Crime Statistics and PNP e-systems	Monthly, weekly and daily compliances will be submitted to the Higher Office on the target time and date.
Late encoding of crime incidents	Assists the Administrative Officer and Investigators on encoding, monitoring and updating of all data in the PNP e-System	To ensure that all encoded crime incidents are encoded and updated in the absent of Administrative Officer.	Administrative Assistant IV (Crime Registrar)	Within 24 hours	Computer, Spot Reports, Informative Reports and PNP e-Systems	Will function under Investigation Section. Provides administrative, clerical and technical support to ensure timeliness of encoding and accuracy of all data inputs.
Availability of reports in Investigation Section	Record-keeping of reports in Investigation Section	To collect, organize and store all reports within Investigation Section		Every day	Computer, Case Folders, Mugshots, Logbooks, Inventory of Reports in Investigation Section	All reports in Investigation Section will be organized and stored properly for future references.
Timely submission of reports in Investigation Section	Prepares reports and memorandums in Investigation Section	To prepare reports memorandums in Investigation Section		Every day	Computer, Crime Data, Crime Statistics and PNP e-Systems	Monthly, weekly and daily compliances will be submitted to the Higher Office on the target time and date.

Late encoding of crime incidents	Assists the Administrative Officer and Investigators on encoding, monitoring and updating of all data in the PNP e-System	To ensure that all encoded crime incidents are encoded and updated in the absent of Administrative Officer.	Administrative Assistant III (Assistant Crime Registrar)	Within 24 hours	Computer, Spot Reports, Informative Reports and PNP e-Systems	Will function under Investigation Section. Provides administrative, clerical and technical support to ensure timeliness of encoding and accuracy of all data inputs.
Katarungang Pambarangay Cases that failed to be endorsed in PNP Investigators and filed directly in Court	Monitors all Katarungang Pambarangay Cases in Barangays within the area of responsibility	To ensure that all Katarungang Pambarangay Cases with Certificate to File Action (CFA) will be endorsed to Investigators for filing of cases.		Every day and upon receipt of Certificate to File Action (CFA)	Computer, Barangay Blotter and Police Reports	Cases that are not resolved in Barangay level will be properly endorsed to PNP Investigators for filing appropriate charges.
Availability of reports in Investigation Section	Record-keeping of reports within Investigation Section	To collect, organize and store all reports within Investigation Section		Every day	Computer, Case Folders, Mugshots, Logbooks, Crime Data and Inventory of Reports in Investigation Section	Monthly, weekly and daily compliances will be submitted to the Higher Office on the target time and date.
Releasing of National Police Clearance	Assists, processes and verifies clients for the issuance of National Police Clearance.	To assist, process and verify the applicants for issuance of National Police Clearance.	Administrative Assistant I (NPC Processor/Verifier)	Every day	Computer, National Police Clearance System (NPCS), Printer, Camera, Fingerprint scanner and Signature pad	Fast and convenient issuance of National Police Clearance and can easily verify persons with hit cases on PNP e-Systems.
Availability of reports in Investigation Section	Record-keeping of reports within Investigation Section	To collect, organize and store all reports within Investigation Section		Every day	Computer, Case Folders, Mugshots, Logbooks, Crime Data and Inventory of Reports in Investigation Section	All reports in Investigation Section will be organized and stored properly for future references.
Lack of Administrative Support in Operation Section	Assists the Operation PNCO (Police Non-Commissioned Officer) on encoding and monitoring of plans, programs and operations.	To assist the Operation PNCO (Police Non-Commissioned Officer) on encoding and monitoring of plans, programs and operations within Operation Section.	Administrative Assistant I (Plans and Operations)	Every day	Computer, Deployment Plan, Crime Data, Crime Statistics and Inventory of Personnel	Will function under Operation Section and are responsible on encoding and monitoring of plans, programs and operations on the Police Station.
Availability of reports in Operation Section	Prepares reports and memorandums in Operation Section	To prepare reports memorandums in Operation Section		Every day	Computer, Crime Data, Crime Statistics, and Deployment Plan	Monthly, weekly and daily compliances will be submitted to the Higher Office on the target time and date.

Lack of Administrative Support in Admin Section	Assists the Admin PNCO (Police Non-Commissioned Officer) on office accounting and prepare reports in Admin Section.	To assists the Admin PNCO (Police Non-Commissioned Officer)	Admin Aide IV	Every day	Computer, Printer, Daily Personnel Accounting Report (DPAR) and Inventory of Personnel	Will function under Admin Section and are responsible on recording, encoding, monitoring and accounting of actual strength of PNP personnel on the Police Station.
Availability of reports in Admin Section	Record-keeping of reports within Admin Section	To collect, organize and store all reports within Admin Section	Radio Operator	Every day	Computer, Logbooks, Inventory of Personnel	All reports in Admin Section will be organized and stored properly for future references.
Proper communication in the Police Station	Receives and transmits radio communications, phone calls and messages, emails, memorandums and other communication functions.	To receive and transmit radio communications, phone calls and messages, emails, memorandums to concerned personnel in the Police Station.		Every day	Computer, Cell phone and Radio	Radio Operators will be focused on receiving and transmitting communications within the office and other offices or agencies.
Availability of reports in Operation Section	Record-keeping of reports within Operation Section	To collect, organize and store all reports within Operation Section		Every day	Record-keeping of reports within Operation Section	All reports in Operation Section will be organized and stored properly for future references.

Chapter 5

4. Summary of Findings, Conclusions, and Recommendations

This chapter presents the summary, findings, conclusions, and recommendations arrived at after the collection and analysis of the data taken from the responses of the of non-uniform personnel in the Philippine National Police in the province of Lagna with regards to the demographic profile and level of work performance in the department.

4.1. Summary of Findings

Based on the results of the data, it is evident that:

1. Majority the non-uniform personnel in the Philippine National Police in the province of Laguna mainly composed of middle adulthood aged 41 years old and above, female married individuals who obtained college degree and serving the department about 10 years and below for the position of crime registrar and no training related to operations, investigation, and administrative.
2. The non-uniform personnel had high level of performance in terms of task, contextual and adaptive performance as well as the counterproductive work behavior in the Philippine National police.
3. Demographic profile among the Philippine National Police non-uniformed personnel in terms of age, gender, civil status, educational attainment, years of experiences and position designation great effect in the productivity of the non-uniformed personnel in Philippine National Police as the experience, theoretical background, gender and limitations and personal responsibilities at home may influenced compliance of the tasked assigned and focused on the workplace.
4. The proposed HR Intervention Plan for the Enhancement of Job Performance of Non-Uniformed Personnel in Laguna was provided designed to develop work productivity of non-uniform personnel in the Philippine National Police in the province of Laguna which emphasized on skills enhancement for varied duties and responsibilities.

4.2. Conclusions

In line with the findings of this study, non-uniform personnel were dominantly female married individuals who are married who were committed in the Philippine National Police as crime registrar who have no formal training in operations, investigation and administrative which they were able to highly practice and execute task, contextual and adaptative performance which the null hypothesis indicating that that there is no significant differences in the level of performance among Non-Uniformed Personnel in the province of Laguna was partially rejected. The demographic profile of showed great effect in the productivity of the non-uniformed personnel in Philippine National Police as the experience, theoretical background, gender and limitations and personal responsibilities at home may influenced compliance of the tasked assigned and focused on the workplace.

4.3. Recommendations

Based on the findings and conclusions made, the following recommendations were forwarded:

1. The Philippine National Police are advised to practice motivation strategy to perform inclusivity and employee retention for greater employee satisfaction. It is recommended for the Human Resource Office to create capacity building in designing process flow and performance standards that allow them to meet a higher level of compliance in duties and responsibility while coping with challenges in the workplace.

2. It is advised to the administrators of Philippine National Police to create policy and guideline to allow the employee to attain professional development while serving in the department to keep updated in different approaches to attain performance standards.
3. It is suggested to Human Resource Office to utilize the intervention planned proposed by this study to improve the employee productivity across department within the Philippine National Police in the province of Laguna.
4. Future researchers are advised to further study the support and motivation strategy of the human resource office in enhancing non-uniform personnel competency and level of performance.

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