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Organizational Performance, Engagement, and Job Performance Among Employees of Selected Embassies: Inputs to Administrative Efficiency

Dr. Ezinwanne Obie Osuigwe*¹, Dr. Francis Kayode Ashipaoloye²

^{1, 2} Lyceum of the Philippines University-Batangas

*Corresponding Author e-mail: ezzieosuiowe1@gmail.com

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Abstract

Aim: The aim of this study is to explore organizational performance, engagement, and job performance among employees of selected embassies to serve as inputs to administrative efficiency.

Methodology: A descriptive research method was utilized in this study to address the variables under study. The foundation of descriptive research is the idea that by observation, analysis, and description, issues may be resolved, and practices can be made better. The survey, which comprises questionnaires, in-person interviews, phone surveys, and normative surveys, is the most popular descriptive research methodology.

Results: Employees reach a consensus regarding the various aspects of job performance, specifically communication and cooperativeness, reliability, flexibility, as well as decision-making and problem-solving abilities. There exists a notable disparity in organizational effectiveness when considering the factor of worker motivation. There is also a notable disparity in employee engagement and job performance when categorized based on profile factors, particularly in relation to dependability. The study also found out that there is a substantial correlation between the effectiveness of a business and the level of engagement exhibited by its employees. The findings from the regression analysis indicate that several factors significantly influence job performance. These factors include the length of service in the current organization, job status, monthly income, assessment of organizational performance in terms of staff motivation and management, and assessment of employee engagement in terms of trust in senior leaders, immediate manager working relationship, and peer culture.

Conclusion: The researchers recommend that the management utilize its potentials in order to enhance its management style through the adoption of an open feedback system and the cultivation of a more favorable environment that fosters trust among employees towards senior leaders, while also promoting a positive peer culture. The management may perhaps explore increased employee participation in the decision-making process and the development of problem-solving abilities, particularly in relation to their assigned tasks. The management may assess the profiles of its employees as a foundation for training and development initiatives. The management may conduct a comprehensive examination of the dimensions of organizational performance, including employee engagement and job performance, to further enhance the overall effectiveness of its operational procedures. In subsequent research, scholars may undertake a comparable investigation or manipulate other variables that were not included in the present study.

Keywords: *Organizational performance, engagement, job performance, employees, embassies, administrative efficiency*

INTRODUCTION

Upon detailed examination of the transition from a pandemic to an endemic state, a pertinent inquiry arises: how can organizational employees be effectively engaged in an environment where assessing performance is hindered by the prevailing economic circumstances? However, numerous firms are diligently striving to enhance the productivity of their personnel. The inclusion of a sufficient training fund has been a crucial element in the budgeting



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procedure, aimed at providing staff with the necessary knowledge and skills that may be effectively utilized within the firm.

According to Fitzgerald (2017), the achievement of organizational performance is contingent upon the high level of employee engagement. Nevertheless, while the business persists and undergoes growth, its workforce undergoes transformations as well. The changes encompass various facets, including the retirement, resignation, or transition to self-employment of current employees. This situation may lead to the recruitment of individuals from various ethnic backgrounds who are either older or younger in age. Hence, the presence of several age groups among the workforce may result in generational disparities within the organizational setting (Juevesa, 2019).

In order to get insight into and assess individual performance, it is necessary to ascertain the expectations of the organization with respect to the system, with a specific focus on the organization's core responsibilities. In contemporary business practices, the incorporation of performance measurements at both the organizational and individual levels is a fundamental aspect of professional management activities. Organizations have increasingly adopted tools that are designed to assess the performance of both larger and smaller units within the business. This trend may be attributed to the expanding scope of HR responsibilities and the corresponding growth of their responsibility. The implementation of a comprehensive performance appraisal system that encompasses the entire organization necessitates significant dedication of time and effort from all parties concerned. In order for performance indicators at the individual level to be efficacious and facilitate the attainment of objectives, the dedication of participants is important. According to Fekete (2021), Anwar's research conducted in 2013 revealed a positive relationship between job features and both employee engagement and perceived organizational support. Conversely, employee engagement is favorably influenced by the perception of administrative support. The findings of the study also provided confirmation that the perceived level of support from the organization played a partly mediating role in the connection between the qualities of the work and the level of engagement exhibited by employees. The study findings suggest that there is a positive relationship between job characteristics and employee engagement. This relationship is partially influenced by the perception of organizational support. Therefore, it is recommended that employers focus on creating favorable job dimensions and improving administrative support in order to enhance employee engagement.

This study represents a pioneering effort in the selected embassies, as it is the first of its type to examine the crucial aspects related to diplomacy and diplomatic presence. Hence, this study will serve as a valuable resource for future scholars and diplomats, offering insights and guidance on how to enhance administrative practices and foster exceptional encounters

Objectives

This study aimed to explore organizational performance, employee engagement and customer satisfaction among employees of selected embassies to serve as inputs to administrative excellence.

Specifically, it sought answers to the following questions:

1. How may the profile of the respondents be described in terms of:
 - a. Nationality,
 - b. age,
 - c. gender,
 - d. civil status,
 - e. educational attainment,
 - f. nature of work,
 - g. length of service,
 - h. job status,
 - i. ranking (position), and
 - j. monthly income.
2. How may the organizational performance of the selected embassies be described in terms of:
 - a. staff motivation,
 - b. working environment,
 - c. training and development, and
 - d. management?
3. How may the employee engagement of the selected embassies be described in terms of:
 - a. strategic alignment,
 - b. trust in senior leaders,



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- c. immediate manager working relationship, and
 - d. peer culture?
4. How may the job performance of the selected embassies be described in terms of:
 - a. dependability,
 - b. communication and cooperativeness,
 - c. adaptability, and
 - d. decision-making and problem solving?
5. Is there a significant difference between organizational performance, employee engagement and job performance when grouped to profile variable?
6. Is there a significant relationship between organizational performance, employee engagement and job performance?
7. Based on the results of the study, what program for administrative efficiency may be proposed?

METHODS

Research Design

A descriptive research strategy was used in this study to address the factors. Descriptive research's central concept is the idea that by observation, analysis, and description, issues may be resolved, and methods can be made better. The survey method, which includes questionnaires, in-person interviews, phone surveys, and normative surveys, is the descriptive research method that is most frequently employed.

Jolley and Mitchell (2014) stated that descriptive research allows researchers to describe behavior accurately. They also added that the key to descriptive research is to measure and record variables accurately using a representative sample.

Population and Sampling

The participants were 100% of the employees, including diplomats assigned to the selected embassies under study.

Instruments

The researchers utilized four data gathering instruments:

Part 1 was a self-made questionnaire by the researchers.

Part 2 was a standardized but modified survey questionnaire on organizational performance by Yasmin (2012).

Part 3 was a standardized but modified survey questionnaire on employee engagement by Ruyle et. al. (2009).

Part 4 was a standardized but modified on job performance by Koopmans (2015).

In order to assess the questionnaire's validity for practical application, the researchers ran a pilot test with the aid of a proficient statistician to ascertain its dependability. Based on the obtained result, it can be concluded that the questionnaire possesses validity and is suitable for utilization. Mcleod (2023) defines dependability as the degree of consistency exhibited by a quantitative research study or measuring test.

Data Collection

The researchers obtained consent from the Ambassadors of the embassies included in the study by utilizing Google Forms. The questionnaire was delivered and collected by the researchers over a period of approximately three weeks.

Data Analysis

To adequately analyze the retrieved data, the researchers tabulated, analyzed, and encoded the data using the following tools:

Frequency and percentage were used to determine the percentage usually for data on the profile of respondents.

Weighted mean and ranking. The weights were multiplied by the corresponding means, and the sum of these two factors was used to determine the average. Weights are used to establish the relative relevance of each observation in this kind of averaging by assigning individual values to the weights.



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Analysis of variance was used to compare variances across the means (or average) of different groups. More so, it is a range of scenarios use to determine if there is any difference between the means of different groups.

T-test was used to determine two populations that are statistically different from each other, whereas ANOVA was used to determine whether three or more populations are statistically different from each other.

Pearson's correlation was used to calculate the statistical correlation between two continuous variables. It is also known as the best way for figuring out the relationship between variables or interests because it is founded on the covariance method. It describes the association's strength in further depth.

Structural equation modeling (SEM), a multivariate statistical analysis technique, was used to analyze structural relationships. It is a technique that combines analysis and multiple regression analysis.

Ethical Considerations

Recognizing the significance of ethical considerations, particularly in relation to the respondents, the study took measures to ensure that the participation of individuals was entirely voluntary and based on informed consent. The researchers adhered to the principles outlined in the Data Privacy Law and ensured that participants provided their informed consent by means of a straightforward consent form. Participants were required to indicate their agreement by checking a box, thereby confirming their understanding and acceptance of the terms specified in the consent letter, prior to their participation in the study.

RESULTS and DISCUSSION

This section presents the interpretation of data obtained from the participants of the study. The information is presented in themes with interpretation and implication. The presentation is organized based on the order of the problems in the statement of the problem.

Summary Table for Organizational Performance

Indicators	Composite Mean	VI	Rank
1. Staff Motivation	3.29	Agree	1
2. Working Environment	3.09	Agree	3
3. Training and Development	3.11	Agree	2
4. Management	3.07	Agree	4
Over-all Mean	3.14	Agree	

Legend: 3.50 – 4.00 –Strongly Agree; 2.50 – 3.49 – Agree; 1.50 – 2.49 –Disagree; 1.00 – 1.49 – Strongly Disagree

Table 1 presents a summary on organizational performance with an over-all mean of 3.14. Ranked 1 "Staff Motivation" with a composite mean of 3.29. Ranked 2 "Training and Development with a composite mean of 3.11. Ranked 3 "Working Environment" with a composite mean of 3.09. Ranked 4 "Management" with a composite mean of 3.07 and a verbal interpretation of agree.

The staff are really motivated based on the observations of the researcher. The reason being that they know what it means to work in an embassy. The embassy without doubt is a prestigious organization wherein those who work there are assured of their safety and the fact that they can claim they work abroad even if the embassy is located within the country of residence.

According to Joseph (2015), motivation emerges as a paramount aspect inside organizational contexts. Motivation is a crucial factor that significantly influences the achievement of an organization. Motivation is a common challenge encountered by businesses across both public and private sectors (Chintallo & Mahadeo, 2013). According to Chaudhary and Sharma (2012), the term "reason" primarily originates from the concept of motivation.

The embassy demonstrates a high level of awareness regarding the significance of the working environment for its workers and stakeholders. The embassies being examined ensure that the work environment supplied to their staff is conducive, hence enabling optimal performance. The findings also indicate that the amenities offered within the embassy are appropriate for the embassy's purpose. Consequently, staff are provided with appropriate resources to effectively perform their diverse tasks and achieve maximum productivity.

In a study conducted by Yasin Sheikh Ali et al. (2013), it was observed that maintaining optimal working conditions and a conducive work environment up to a specific threshold level can lead to an increase in employee



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productivity. However, above this threshold level, an increase in workload was found to have a negative impact on productivity. According to Arokiasamy (2013), various elements such as salary, rewards, job security, and working environment have been identified as influential in enhancing levels of commitment and fostering a sense of belonging among individuals within a business.

The aforementioned outcome holds true for the embassies being examined as well. The embassy ensures that staff are provided with necessary resources and also provide orientation and job-specific training. The purpose of the training program is to enhance personnel' job performance within the embassy, given the diplomatic nature of their roles. The performance of employees can be enhanced by appropriate training programs.

Numerous factors exert influence on the establishment and expansion of an organization. Given the current state of research and the increasing prominence of organizations, it is evident that the enhancement of employee development is crucial in fostering improved performance and efficiency. Undoubtedly, this phenomenon contributes to enhanced competition and the ability to maintain a leading position inside organizations. This also implies a distinction between organizations who provide staff training and those that do not. There exists a significant disparity. The existing body of literature demonstrates that there is a clear relationship between training and development and its impact on employee performance (Aidah, 2013).

The core essence of the embassy's mission is likewise centered around the outcome in the realm of management. The accessibility of the embassy's management is limited. Hence, individuals employed within the embassy are granted the privilege of exercising their right to freedom of expression within the confines of the workplace. This practice is implemented by the embassy as a means of acknowledging and upholding fundamental rights, including the right to freedom of expression. In order to enhance the preservation of freedom of expression, embassy management additionally provides constructive comments to promote optimal performance, employing an open door approach.

Managers bear the responsibility of furnishing cost-effectiveness metrics, while concurrently integrating the allocation of responsibilities to staff as an integral component of their everyday operations. In addition to the provision of the physical environment, including the office space, computer, and equipment, there exist some relevant elements that substantially effect the driver and their work productivity. Managers are required to identify an approach that directly addresses the performance appraisal system by taking into account the employee's abilities and competences. In a broad sense, performance evaluation refers to the systematic assessment of employee performance, either on an individual or collective level. According to the study conducted by Deák et al. (2013)

Summary Table for Employee Engagement

Indicators	Composite Mean	VI	Rank
1. Strategic Alignment	3.25	Agree	2
2. Trust in Senior Leadership	3.15	Agree	4
3. Immediate Manager Working Relationship	3.33	Agree	1
4. Peer Culture	3.20	Agree	3
Over-all Mean	3.23	Agree	

Legend: 3.50 – 4.00 –Strongly Agree; 2.50 – 3.49 – Agree; 1.50 – 2.49 –Disagree; 1.00 – 1.49 – Strongly Disagree

Table 2 presents summary on employee engagement. Respondents agree with an overall-mean of 3.23 with a verbal interpretation of agree. Ranked 1 "Immediate Manager Working Relationship" with a composite mean of 3.33 and a verbal interpretation of agree. Ranked 2 "Strategic Alignment" with a composite mean of 3.25 and a verbal interpretation. Ranked 3 "Peer Culture" with a composite mean of 3.20 and a verbal interpretation of agree. Ranked 4 "Trust in Senior Leadership" with a composite mean of 3.15 with a verbal interpretation of agree.

From the above mentioned on the need for trust in leadership, it is equally important to ensure that employees appreciate their immediate manager working relationship. The result is also true to the embassy because working with people one thing, having a good working relationship, and treating employees with respect are all part of good people management. When immediate managers achieve this, both employee engagement and productivity within their team increases through a more harmonious working atmosphere.

According to Hassan and Ahmed (2011), supervisors who exhibit authentic behavior through the practice of mindfulness, transparency in their interpersonal interactions, a strong moral perspective, and a balanced decision-making style are more likely to cultivate a sense of trust among their subordinates. This phenomenon may be



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attributed to the leader's accommodating and considerate demeanor, as well as their practice of open and transparent communication (Clapp-Smith et al., 2009). Furthermore, it is worth noting that authentic leaders play a crucial role in fostering subordinate transformational leadership (TL) by virtue of their authentic qualities, including relational transparency and authentic behavior, which have been found to have a positive correlation with the subordinate's TL (Hassan and Ahmed, 2011). According to the Job Demands-Resources (JD-R) perspective, authentic leadership has been identified as a significant job resource. According to Adil et al. (2019), it plays a role in fostering a favorable and conducive work atmosphere, leading to a variety of advantageous job-related consequences.

The outcome provides significant insights about the characteristics of the embassies being examined. The concept of strategic alignment holds significant importance inside a business. Strategic alignment, as shown in the embassies under examination, facilitates the enhancement of collaborative dynamics inside these diplomatic entities. It is expected that all personnel, including diplomats, contribute their efforts towards the attainment of shared objectives. In order to enhance the pursuit of a shared objective, embassy management ensures that staff align their work with the vision, mission, goals, and objectives of the embassy. Employees are required to adhere to and execute the policies of the embassies by demonstrating a comprehensive understanding and effective implementation of the embassies' strategic directives.

The authors cited in this study are McAdam et al. (2019), Street et al. (2018), Sardana et al. (2016), and Yousaf and Majid (2016), who are recognized scholars and practitioners in the field. The complexity and difficulty have escalated due to the heightened dynamics of change (Sharma & Behl, 2020). The topic of strategic alignment (SA) has garnered significant interest from both researchers and practitioners in recent decades (Street et al., 2018). The complexity and difficulty of managing change dynamics have intensified in recent times (Sharma & Behl, 2020). Furthermore, the majority of strategic management research has been carried out in industrialized nations. In recent years, there has been a growing body of research focused on emerging economies. However, it is worth noting that the findings of these studies have not received significant attention or recognition (Wilkins and Emik, 2019). Moreover, previous studies on social accountability (SA) have primarily examined specific dimensions in isolation, with a predominant focus on private businesses within developed countries. However, it is important to note that SA can differ across both public and private organizations within various contexts (Sharma & Behl, 2020).

Although research on SA in the public sector has been overlooked (Jacobsen and Johnsen, 2020), it is important to note that the issue of SA extends beyond the realm of information technology. This is because the interconnected institutional constructs are crucial in comprehending the intricate institutional forces that impact an organization's strategic choices (Angulo-Ruiz et al., 2019).

The significance of peer culture within a company cannot be disregarded. The employees affiliated with various embassies, as examined in this study, express a strong sense of appreciation for the positive peer culture prevalent inside their respective organizations. This outcome is anticipated due to the limited number of personnel employed across several embassies. Moreover, it is widely recognized by employees that fostering a positive camaraderie among colleagues is crucial in enhancing their overall job productivity. In this particular situation, employees will have a collective sense of cohesion and engage in joint celebrations. The existence of embassies is indicative of a harmonious rapport among personnel, regardless of their hierarchical positions.

In contrast, when workplace relationships exhibit qualities such as cooperation, trust, and fairness, it triggers the activation of the reward center in the brain. This activation serves as an incentive for future interactions that foster employee trust, respect, and confidence. Consequently, employees develop a positive perception of one another, fostering mutual inspiration and enhancing their overall performance (Geue, 2017). According to Cornelissen (2016), collaborative team environments and interactions between senior and younger workers might result in knowledge and productivity spillover, especially in low-skilled jobs and occupations.

The aforementioned outcome holds true for the embassies that are being examined. Similar to any institution, the absence of trust in senior leadership has the potential to result in the dissolution of the organization. The significance lies in the fact that leaders play a crucial role and are therefore anticipated to establish a climate of trust. The significance of this matter is heightened due to the strategic function that an embassy holds within a particular nation. The employees within the embassy have a high regard and appreciation for the administration. Additionally, they have trust in the guidance provided by their leaders. Consequently, the embassies under investigation implement an inclusive strategy that encourages employees to freely express their emotions while also fostering an awareness of organizational changes.

Establishing trust among subordinates is a fundamental aspect of good leadership. Hsieh and Wang (2015) argue that trust plays a crucial role in enhancing both employee and organizational effectiveness, as posited by the social exchange theory. Trust plays a crucial role in fostering a strong bond between employees and their leaders

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within a company (Mineo, 2014), therefore influencing the overall outcomes of the organization (Dirks and Ferrin, 2002). The establishment of a trusting relationship between employees and their leader is of utmost importance in determining their overall workplace experience (Bligh & Kohles, 2013).

Summary Table for Job Performance

Indicators	Composite Mean	VI	Rank
1. Dependability	3.55	Agree	2
2. Communication and Cooperativeness	3.56	Agree	1
3. Adaptability	3.39	Agree	3
4. Decision-Making and Problem Solving	3.38	Agree	4
Over-all Mean	3.47	Agree	

Legend: 3.50 – 4.00 – Strongly Agree; 2.50 – 3.49 – Agree; 1.50 – 2.49 – Disagree; 1.00 – 1.49 – Strongly Disagree

Table 3 presents summary of job performance. Respondents agree with an over-all mean of 3.47 with a verbal interpretation of agree. Ranked 1 “communication and cooperativeness” with a composite mean of 3.56 and a verbal interpretation of agree. Ranked 2 “dependability” with a composite mean 3.55 and a verbal interpretation of agree. Ranked 3 “adaptability” with a composite mean of 3.39 and a verbal interpretation of agree. Ranked 4 “decision-making and problem solving” with a composite mean of 3.38.

The result is undeniably true with the embassies under study as revealed in the result. Employees appreciate the effect of communication and the critical role it plays towards organizational success. Effective communication and cooperativeness give the employees the openness to accept task beyond their assigned duties. With communication and cooperativeness employees have become more open to new ideas, suggestions and a good working relationship with peer as well as immediate superiors.

Communication serves as a mechanism for effecting transformation inside an organization. The transmission of information to the team by managers and leaders through efficient communication facilitates the establishment of cohesion, cooperation, and compliance. According to scholars in the field of management, communication serves as the primary catalyst for an organization’s growth (Sonea and Câmpeanu). (Sonea, 2012).

Effective communication ensures that individuals possess the necessary knowledge on their responsibilities within the organization, hence enhancing their cognitive preparedness to accomplish organizational objectives. The significance of communication inside an organization has rendered it a subject of scholarly investigation. According to Salako (2016), effective communication plays a crucial role in the functioning of organizations and is essential for achieving organizational success. According to Kibe (2014), communication serves as a vehicle via which organizations establish strategic tasks and effectively accomplish them. Consequently, the advantages of communication encompass the achievement of successful enterprises, a thorough comprehension of goals and objectives, and the cultivation of good relationships.

The outcome aligns with the embassies that are being examined. It is evident that employees possess a strong understanding of their job duties and recognize the significance of maintaining reliability, especially in the context of remote work. The importance of dependability in the workplace cannot be overstated, as it plays a critical role in ensuring the survival and success of an organization. The personnel possess an understanding that their obligations extend beyond punctuality, encompassing the assumption of accountability for their respective positions. The embassy personnel exhibit a strong sense of dedication towards their duties, as they possess a profound understanding of the embassy’s essence and its underlying principles.

One may posit that the level of trust employees has in their leader could potentially have a mitigating effect, as employees who have confidence in their leader’s decision-making abilities and positive intents may encounter reduced levels of uncertainty during periods of organizational transition (Gundhus, 2018). The impact of alterations in working conditions, namely an increase in workload, plays a role in the occurrence of occupational stress among workers and has the potential to adversely affect their overall state of well-being (Laurence et al., 2016). In addition to other contributing factors, overload can arise as a result of several circumstances such as the introduction of new legal or market obligations, the adoption of novel technology, downsizing of personnel, and organizational restructuring (García-Arroyo & Osca, 2019).

The quality of adaptability is of great significance, particularly in the specific setting of an embassy. The proportion of embassy officials who are foreigners is higher in comparison to the local employees. Individuals often



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have the task of adjusting and assimilating into the cultural norms of a host country, which can significantly differ from their country of origin. Drawing from their personal experiences, individuals possess a profound understanding and recognition of the imperative nature of promptly adapting in order to attain enhanced outcomes over the course of their assignments. Therefore, individuals possessing these qualities have a high level of adaptability to various work environments, exhibit a strong enthusiasm for novel concepts, and possess a profound sense of resilience and agility.

Adaptability, in its most basic sense, pertains to the ability to undergo modifications or adjustments. The current state of workplaces is heavily influenced by dynamic surroundings, constantly emerging technologies, and the rapid pace of change that workers encounter within enterprises (Bocciardi et al., 2017). The preferred conduct of an organization's personnel is likewise undergoing transformation. There is a growing demand for employees that possess the ability to be flexible, effectively manage change, and exhibit adaptive performance (Foss & Jensen, 2019). This statement underscores the necessity of conducting research on the notion of adaptation and adaptable performance within the context of the workplace.

According to the findings of the study, it was observed that the employees belonging to the various embassies examined possess a comprehensive understanding of the significance of decision-making and its consequential influence on their job performance. The personnel have been granted authority within their respective roles to address issues within their purview and exercise decision-making where appropriate. The personnel employed by the embassies being examined possess an understanding and recognition of the opportunity to operate with minimal or negligible oversight from their direct superiors, except in circumstances of significant complexity. Employees are granted the authority to address and resolve concerns prior to escalating them to their superiors, if deemed appropriate.

According to the findings of Giones et al. (2019), managers bear the responsibility of making decisions that effectively address external factors and enhance their competitive standing. This often results in the incorporation of novel ideas and practices in order to sustain competitiveness within their respective industries. Historically, corporations such as Nokia, Kodak, and Chrysler have encountered challenges in terms of their ability to innovate and adapt to evolving market conditions, ultimately resulting in their failure to sustain long-term success.

In their study, Giones et al. (2019) propose conceptual frameworks that aim to assist organizations in transforming periods of instability and uncertainty into measurable risks. New entrepreneurial endeavors facilitate the generation of novel ideas, contribute to employment opportunities, and serve as a catalyst for economic advancement. In light of the prevailing economic volatility and challenges encountered in the market, comprehending the factors contributing to the robust performance of these firms presents a strategic quandary.

However, it appears that many innovators fail to engage in subsequent industry improvements once the life cycle of their innovation has ended (Balodi, 2020). Strategic planning assumes heightened complexity during periods of economic instability, however remains indispensable due to the potential consequences of a company's failure to align its organizational framework and operational protocols with the prevailing business landscape, resulting in diminished competitiveness (Murphy & Seriki, 2021).

Differences between Assessment in Organizational Performance when grouped to Profile Variables

Profile	Staff Motivation				Working Environment				Training and Development				Management			
	F	p	I	D	F	P	I	D	F	p	I	D	F	p	I	D
Nationality	2.095	0.102	NS	FR	2.916	0.035	S	R	1.989	0.118	NS	FR	1.977	0.120	NS	FR
Age	2.350	0.088	NS	FR	2.886	0.048	S	R	5.827	0.002	S	R	4.325	0.010	S	R
Sex	0.355	0.555	NS	FR	0.151	0.699	NS	FR	0.007	0.935	NS	FR	0.142	0.709	NS	FR
Civil Status	2.757	0.056	NS	FR	3.951	0.015	NS	FR	1.175	0.332	NS	FR	0.906	0.447	NS	FR
Educational Attainment	2.372	0.107	NS	FR	1.279	0.290	NS	FR	0.633	0.537	NS	FR	1.252	0.297	NS	FR
Nature of work	1.909	0.119	NS	FR	3.140	0.020	S	R	1.362	0.264	NS	FR	1.682	0.166	NS	FR
Length of service in your current organization	0.976	0.446	NS	FR	1.569	0.194	NS	FR	0.517	0.762	NS	FR	1.374	0.258	NS	FR
Job Status	4.902	0.013	S	R	4.463	0.018	S	R	0.328	0.723	NS	FR	0.088	0.916	NS	FR
Ranking Position	2.932	0.027	S	R	3.176	0.019	S	R	3.060	0.023	S	R	3.643	0.010	S	R
Monthly Income	1.629	0.188	NS	FR	0.549	0.701	NS	FR	0.223	0.924	NS	FR	0.668	0.618	NS	FR

Legend: Significant at p-value < 0.05; R – Rejected; FR – Failed to Reject; S – Significant; NS – Not Significant

There is a significant difference in organizational performance in terms of staff motivation when grouped to job status and ranking position since the computed p values are less than 0.05 level of significance. Therefore, in



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organizational performance in terms of staff motivation varies when grouped to job status and ranking position. Respondents who are regular and Assistant Director/Consular had better organizational performance in terms of staff motivation.

Differences between Assessment in Employee Engagement when grouped to Profile Variables

Profile	Strategic Alignment				Trust in Senior Leadership				Immediate Manager Working Relationship				Peer Culture			
	F	p	I	D	F	p	I	D	F	p	I	D	F	p	I	D
Nationality	1.260	0.304	NS	FR	1.894	0.133	NS	FR	1.683	0.176	NS	FR	2.769	0.042	S	R
Age	2.374	0.086	NS	FR	3.492	0.025	S	R	1.133	0.348	NS	FR	3.600	0.022	S	R
Sex	0.960	0.333	NS	FR	4.841	0.034	S	R	1.176	0.285	NS	FR	0.543	0.465	NS	FR
Civil Status	0.099	0.960	NS	FR	1.187	0.328	NS	FR	0.198	0.897	NS	FR	0.666	0.578	NS	FR
Educational Attainment	0.322	0.726	NS	FR	4.701	0.015	S	R	0.401	0.672	NS	FR	2.197	0.125	NS	FR
Nature of work	0.912	0.486	NS	FR	2.258	0.071	NS	FR	1.337	0.273	NS	FR	1.675	0.168	NS	FR
Length of service in your current organization	1.532	0.205	NS	FR	2.261	0.070	NS	FR	0.908	0.487	NS	FR	3.869	0.007	S	R
Job Status	0.494	0.614	NS	FR	0.207	0.814	NS	FR	1.063	0.356	NS	FR	0.586	0.561	NS	FR
Ranking Position	1.085	0.388	NS	FR	2.295	0.069	NS	FR	1.887	0.124	NS	FR	1.979	0.109	NS	FR
Monthly Income	0.142	0.965	NS	FR	0.789	0.540	NS	FR	1.259	0.304	NS	FR	0.330	0.856	NS	FR

Legend: Significant at p-value < 0.05; R – Rejected; FR – Failed to Reject; S – Significant; NS – Not Significant

There is significant difference in employee engagement in terms of trust in leadership when grouped to age, sex, and educational attainment since the computed p values are less than 0.05 level of significance. There is significant difference in employee engagement in terms of peer culture when grouped to nationality, age and length of service since the computed p value is less than 0.05 level of significance. Therefore, employee engagement in terms of trust in senior leadership and peer culture varies when grouped to profile variables age, sex, educational attainment, nationality, age and length of service.

Differences between Assessment in Job Performance when grouped to Profile Variables

Profile	Dependability				Communication and Cooperativeness				Adaptability				Decision-making and Problem Solving			
	F	p	I	D	F	p	I	D	F	p	I	D	F	p	I	D
Nationality	0.620	0.651	NS	FR	1.551	0.209	NS	FR	2.943	0.034	NS	FR	1.899	0.133	NS	FR
Age	1.267	0.300	NS	FR	1.220	0.316	NS	FR	2.267	0.097	NS	FR	3.368	0.029	S	R
Sex	1.298	0.262	NS	FR	3.443	0.071	NS	FR	0.610	0.440	NS	FR	13.089	0.001	S	R
Civil Status	0.710	0.552	NS	FR	3.314	0.030	S	R	0.264	0.851	NS	FR	0.672	0.575	NS	FR
Educational Attainment	3.706	0.034	S	R	5.041	0.011	S	R	4.190	0.023	S	R	2.439	0.101	NS	FR
Nature of work	1.403	0.249	NS	FR	1.497	0.218	NS	FR	1.164	0.348	NS	FR	0.593	0.705	NS	FR
Length of service in your current organization	0.772	0.576	NS	FR	0.816	0.546	NS	FR	0.536	0.747	NS	FR	2.244	0.072	NS	FR
Job Status	0.444	0.644	NS	FR	1.405	0.258	NS	FR	0.599	0.554	NS	FR	1.205	0.311	NS	FR
Ranking Position	1.717	0.159	NS	FR	0.734	0.604	NS	FR	0.285	0.918	NS	FR	1.166	0.347	NS	FR
Monthly Income	0.539	0.708	NS	FR	1.648	0.184	NS	FR	5.278	0.002	S	R	1.525	0.216	NS	FR

Legend: Significant at p-value < 0.05; R – Rejected; FR – Failed to Reject; S – Significant; NS – Not Significant

There is a significant difference in job performance in terms of dependability when grouped to educational attainment, communication and cooperativeness when grouped to civil status and educational attainment, adaptability when grouped to educational attainment and monthly income, decision making and problem-solving when grouped to age and sex since the computed p value is less than 0.05 level of significance. Therefore, job performance varies in terms of dependability, communication and cooperativeness, adaptability and decision-making and problem-solving when grouped to educational attainment, civil status and educational attainment, monthly income, age and sex



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Relationship between Assessment in Organizational Performance and Assessment in Employee Engagement

Indicators	Staff Motivation				Working Environment				Training and Development				Management			
	r	p	I	D	r	p	I	D	R	p	I	D	r	p	I	D
Strategic Alignment	0.292	0.064	NS	FR	0.252	0.112	NS	FR	.456**	0.003	S	R	.648**	<0.001	S	R
Trust in Senior Leadership	.518**	0.001	S	R	.514**	0.001	S	R	.369*	0.018	S	R	.864**	<0.001	S	R
Immediate Manager Working Relationship	.601**	<0.001	S	R	.533**	<0.001	S	R	.411**	0.008	S	R	.429**	0.005	S	R
Peer Culture	.536**	<0.001	S	R	.556**	<0.001	S	R	.426**	0.006	S	R	.588**	<0.001	S	R

Legend: Significant at p-value < 0.05; R – Rejected; FR – Failed to Reject; S – Significant; NS – Not Significant
 **. Correlation is significant at the 0.01 level (2-tailed).

There is significant relationship between organizational performance in terms of staff motivation and working environment and assessment in employee engagement in terms of trust in senior leaders and immediate manager working relationship since the computed p values are greater than 0.05 level of significance. Thus, organizational performance in terms of staff motivation and working environment affects the assessment in employee engagement in terms of trust in senior leaders and immediate manager working relationship. There is significant relationship between organizational performance in terms of training and development and management and assessment in employee engagement in terms of strategic alignment, trust in senior leaders and immediate manager working relationship since the computed p values are greater than 0.05 level of significance. Therefore, organizational performance in terms of training and development and management affects the assessment in employee engagement in terms of strategic alignment, trust in senior leaders and immediate manager working relationship.

Relationship between Assessment in Organizational Performance and Assessment in Job Performance

Indicators	Staff Motivation				Working Environment				Training and Development				Management			
	r	p	I	D	R	P	I	D	R	p	I	D	R	p	I	D
Dependability	0.250	0.115	NS	FR	0.149	0.351	NS	FR	0.206	0.195	NS	FR	0.089	0.580	NS	FR
Communication and Cooperativeness	.342*	0.029	S	R	.318*	0.043	S	R	.417**	0.007	S	R	0.233	0.143	NS	FR
Adaptability	0.031	0.846	NS	FR	0.011	0.943	NS	FR	0.011	0.945	NS	FR	0.113	0.483	NS	FR
Decision-Making and Problem Solving	.360*	0.021	S	R	0.269	0.089	NS	FR	0.231	0.146	NS	FR	0.124	0.441	NS	FR

Legend: Significant at p-value < 0.05; R – Rejected; FR – Failed to Reject; S – Significant; NS – Not Significant
 **. Correlation is significant at the 0.01 level (2-tailed).

There is significant relationship between organizational performance in terms of staff motivation, work environment and trust and development and assessment in job performance in terms of communication and cooperativeness since the computed p values are less than 0.05 level of significance. There is significant relationship between organizational performance in terms of staff motivation and assessment in job performance in terms of decision making and problem solving since the computed p values is less than 0.05 level of significance.



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Relationship between Assessment in Employee Engagement and Assessment in Job Performance

Indicators	Strategic Alignment				Trust in Senior Leadership				Immediate Manager Working Relationship				Peer Culture			
	r	P	I	D	R	P	I	D	R	p	I	D	r	p	I	D
Dependability	0.098	0.549	NS	FR	0.257	0.105	NS	FR	0.136	0.395	NS	FR	0.154	0.335	NS	FR
Communication and Cooperativeness	.346*	0.027	S	R	0.015	0.927	NS	FR	.321*	0.040	S	R	0.267	0.092	NS	FR
Adaptability	0.039	0.810	NS	FR	0.118	0.462	NS	FR	0.083	0.606	NS	FR	0.038	0.814	NS	FR
Decision-making and Problem Solving	0.113	0.483	NS	FR	0.020	0.902	NS	FR	0.303	0.055	NS	FR	0.174	0.277	NS	FR

Legend: Significant at p-value < 0.05; R – Rejected; FR – Failed to Reject; S – Significant; NS – Not Significant

** Correlation is significant at the 0.01 level (2-tailed).

There is a significant relationship between employee engagement in terms of strategic alignment and immediate manager working relationships assessment on job performance in terms of communication and cooperativeness since the computed p value is less than 0.05 level of significance. Therefore, employee engagement in terms of strategic alignment and immediate manager working relationship affects the assessment on job performance in terms of communication and cooperativeness.

Predictors of Job Performance

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Interpretation
	B	Std. Error	Beta			
Constant	3.32	0.68		4.89	0.000	
Nationality	-0.09	0.05	-0.32	1.96	0.068	Not Significant
Age	0.17	0.06	0.41	3.03	0.008	Not Significant
Sex	-0.24	0.12	-0.33	1.99	0.064	Not Significant
Civil Status	-0.10	0.07	-0.21	1.42	0.174	Not Significant
Educational Attainment	-0.01	0.07	-0.02	0.16	0.879	Not Significant
Nature of work	0.01	0.03	0.04	0.31	0.758	Not Significant
Length of service in your current organization	0.09	0.03	0.44	2.85	0.012	Significant
Job Status	0.17	0.06	0.44	3.04	0.008	Significant
Ranking Position	0.02	0.02	0.09	0.83	0.421	Not Significant
Monthly Income	-0.32	0.06	-1.16	5.19	<0.001	Significant
Staff Motivation	0.40	0.16	0.50	2.53	0.022	Significant
Working Environment	-0.22	0.12	-0.38	1.78	0.094	Not Significant
Training and Development	0.01	0.12	0.01	0.08	0.941	Not Significant
Management	0.56	0.14	0.98	4.00	0.001	Significant
Strategic Alignment	0.00	0.10	0.00	0.02	0.986	Not Significant
Trust in Senior Leadership	-0.35	0.15	-0.59	2.39	0.030	Significant
Immediate Manager Working Relationship	-0.84	0.18	-1.04	4.61	<0.001	Significant
Peer Culture	0.64	0.16	0.92	3.95	0.001	Significant

Legend: Significant at p-value < 0.05; R – Rejected; FR – Failed to Reject; S – Significant; NS – Not Significant



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Regression analysis showed that job performance was governed by significant predictors which are length of service in your current organization, job status, monthly income, assessment in organizational performance in terms of staff motivation and management and assessment in employee engagement in terms of trust in senior leaders, immediate manager working relationship and peer culture since the computed p values are less than 0.05 level of significance.

The results of regression analysis showed that length of service in your current organization, job status, monthly income, assessment in organizational performance in terms of staff motivation and management and assessment in employee engagement in terms of trust in senior leaders, immediate manager working relationship and peer culture are the key factors to job performance.

Conclusions

1. The majority of the participants in this study are Nigerian individuals between the ages of 40 and 49. They are predominantly female, married, and have completed college education. The participants come from various work units within the embassy and have been employed there for a minimum of three years. They hold regular employment positions and earn a monthly income of at least Php. 30,000.
2. Employees reach a consensus regarding the various aspects of organizational success, including staff motivation, training and development, working environment, and management.
3. The respondents reached a consensus regarding the various aspects of employee engagement, including the working relationship with immediate managers, strategic alignment, peer culture, and trust in senior leadership.
4. Employees reach a consensus regarding the various aspects of job performance, specifically communication and cooperativeness, reliability, flexibility, as well as decision-making and problem-solving abilities.
5. There exists a notable disparity in organizational effectiveness when considering the factor of worker motivation. There exists a notable disparity in employee engagement and job performance when categorized based on profile factors, particularly in relation to dependability.
6. There exists a substantial correlation between the effectiveness of a business and the level of engagement exhibited by its employees.
7. The findings from the regression analysis indicate that several factors significantly influence job performance. These factors include the length of service in the current organization, job status, monthly income, assessment of organizational performance in terms of staff motivation and management, and assessment of employee engagement in terms of trust in senior leaders, immediate manager working relationship, and peer culture.

Recommendations

1. The management has the potential to enhance its management style through the adoption of an open feedback system and the cultivation of a more favorable environment that fosters trust among employees towards senior leaders, while also promoting a positive peer culture.
2. The management should perhaps explore increased employee participation in the decision-making process and the development of problem-solving abilities, particularly in relation to their assigned tasks.
3. The management has the option to assess the profiles of its employees as a foundation for training and development initiatives.
4. The management may conduct a comprehensive examination of several dimensions of organizational performance, including employee engagement and job performance, in order to enhance the overall effectiveness of its operational procedures.
5. In subsequent research, scholars may undertake a comparable investigation or manipulate other variables that were not included in the present study.

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