

Employees' Morale and Self-actualization as Predictors of Performance

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Abstract

Public organizations in the Philippines have been using IPCR to measure employee performance. Performance refers to the degree to which objectives are accomplished and the extent to which targeted problems are resolved. Employees' morale relates to the attitudes and opinions employees have about their jobs. Self-actualization refers to the concept of an individual reaching their full potential. The objective of the study was to assess morale, self-actualization, and performance, and to investigate the relationships among morale and performance, as well as between self-actualization and performance. This study investigated whether morale and self-actualization significantly predicted performance and subsequently identified which domain of morale and self-actualization most significantly predicts performance. This quantitative correlational research surveyed DOST employees from Regions IX, XI, and XIII. The analysis revealed that employees had high morale and very high self-actualization and performance. Morale and self-actualization had a weak positive correlation and were not predictors of performance. Employees take pride in being DOST personnel, marked by simplicity as they pursue their goals and consistently meet the requirements of the law and/or clients on time. Recommendations include that management continue to foster HRM programs that enhance employee morale and promote self-actualization.

Keywords: Human Resource Management; employees' morale; self-actualization; performance; descriptive-correlational; Tagum City

1. Introduction

Employee performance is the extent to which an employee fulfills their job duties and meets their deadlines (Periyasamy, 2020). The study of Ugwu (2024) presents that employee performance is generally measured through quality or accuracy and standard work (Fauziyah et al., 2022; Vuong & Nguyen, 2022), efficiency or optimum level of performance (Han, 2024), and timeliness or prompt completion of tasks (Aviyah & Mursyidah, 2024).

Performance varies by organization and differs for each employee and every situation (Lasa et al., 2025). Performance in organizational settings is generally evaluated using the indicators of efficiency, quality, and timeliness (Ugwu, 2024). This, respectively, reflects how resources are utilized, how outcomes meet standards, and how promptly results are delivered, which are core to achieving operational excellence (Ugwu, 2024). The studies by Cäker et al. (2021) and Cunha et al. (2024) have demonstrated that performance measurement can improve administrative decision-making and control. On the contrary, Guthrie et al. (2024) concluded that performance measurement should involve continuous selection of indicators appropriate to

institutional needs. Thus, measuring performance is challenging and should align with and support the organization's direction. Measuring performance against the organization's standards is a continuous process (Pintea, 2022). Any manager can effectively and efficiently observe, control, and supervise their subordinates' activities to ensure tasks are accomplished (Nirwana et al., 2022).

Sabir et al. (2021) demonstrate that employees perceive organizational support as directly enhancing performance, with practical commitment serving as a partial mediator of this effect. Prasetyo et al. (2022) showed that in Indonesia's general banking sector, employees who perceive high organizational support perform better, mainly because strong support enhances their organization-based self-esteem and Tawse & Tabesh (2022) assert that the Balanced Scorecard remains one of the most influential and practical tools for strategy implementation and performance evaluation, underscoring its enduring relevance in both academic and business contexts.

In the Philippines, the government's civil service system employs the Individual Performance Contract Review (IPCR) to measure the performance of all civil servants (CSC MC, 2012). Performance measures shall include any combination of, or all the following categories, whichever is applicable: Effectiveness/Quality, Efficiency, and Timeliness. This study will consolidate employee performance ratings in the Mindanao Department of Science and Technology (DOST) using the IPCR to gain a comprehensive understanding of performance levels across the offices studied.

Laoyan (2022) described how people with very high morale are motivated and generally engaged at work, and that, behind prosperous organizations, organizational culture and organizational commitment motivate employees (Rosal & Schneider, 2024). Employees with high morale are incredibly productive, and their work quality is stellar (Half, 2021); thus, employee morale is the backbone of the organization (Lalzary, 2022).

Research conducted by Sari et al. (2020) found a substantial positive Pearson correlation between morale and performance; thus, the higher the morale, the higher the performance among the teachers studied. Arun & Agalya (2020) found that employee morale plays a significant role in employee productivity. On the other hand, the multiple regression test conducted by (Abrori & Riski, 2022) found that self-actualization has a positive effect on the work performance of the employees studied, which means that employees who have the capacity to grow and actualize themselves to make changes in a better direction, the chances of performance are also increasing (Randrianasolo et al., 2022).

1. 1 Theoretical Framework

This study is anchored in Elton Mayo's Human Relations Theory (Mayo, 1945). In human relations theory, employees are viewed as human beings, rather than mere tools or extensions of machinery. It also highlights how non-economic rewards and sanctions significantly impact workers' behavior, morale, and performance. The system should be managed to create job satisfaction and the resultant motivation of the individual (Huynh et al., 2024). Maslow (1954) theorized that self-actualization is the highest level in his hierarchy of needs, based on his theory of motivation. If this need is met and there is proper encouragement in the workplace, it would enable employees to achieve their maximum performance. Essentially, sustaining self-actualization needs means they are their 'ideal self' and can fully utilize their potential to create and provide their best in the workplace. Additionally, Frederick Herzberg (1993) theorized that a two-factor model of job satisfaction and job dissatisfaction affects an individual's satisfaction and motivation level (Herzberg et al., 1993). Moreover, Hackman & Oldham (1974) developed the job enrichment theory, which assumes that jobs can be designed not only to provide workers with enjoyment but also to enable them to feel that they are doing meaningful and valuable work, leading to improved work outcomes.

The Human Relations theory is still applicable in modern times. Human resource management (HRM) or the employer should give its employees preferential attention in the workplace and strive to boost morale, focusing on activities that facilitate employees' self-actualization. Employees are human beings with

distinct psychological motivations and behaviors that influence their performance. It is the duty of the employers to provide for the welfare of their employees, not only the things and concerns that are mandated by law, such as the policies in the Labor Code of the Philippines and the policies mandated by the Civil Service Commission (CSC) in the civil service, but also activities that enhance the employees' morale and self-actualization. The theory emphasizes employee motivation as a means of influencing performance and productivity. This practice is seen in the current times, as both private and government organizations implement it. Empirical evidence from this study suggests that employees with high morale and self-actualization have a positive impact on their work performance, thereby demonstrating that the Human Relations theory is practical. The researcher's experience with the DOST XI morale survey suggests that the results can be used to improve the organization's management activities. The management strives to address achievable needs within the period and to plan for those that require greater resources. The survey results showed the elimination of some previously identified concerns but also revealed new ones, particularly that the organization has been growing over the years. Nevertheless, management can have a clear picture of employee morale and act accordingly.

1.2 Conceptual Framework

Presented in Figure 1.2.1 is the conceptual framework of the study. The independent variables are the employee's morale and self-actualization, and the dependent variable is performance.

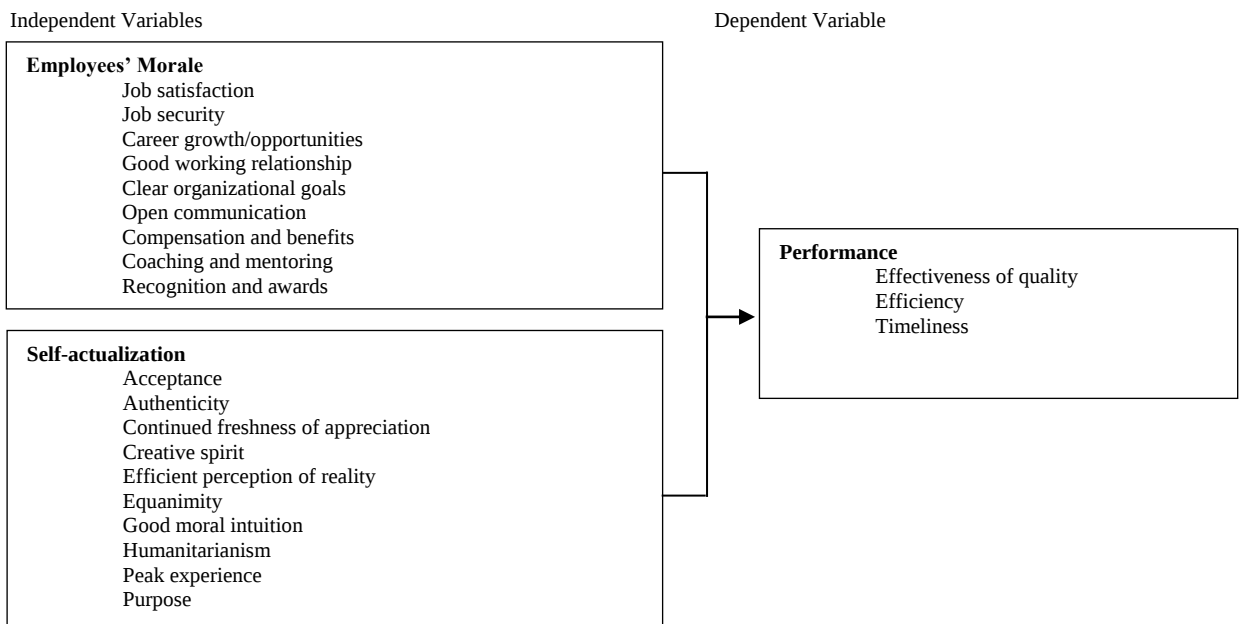


Figure 1.2.1: Conceptual Model of the Variables of the Study

DOST XI has been conducting an annual *Morale* survey with the following indicators: *Job Satisfaction, Job Security, Career Growth and Opportunities, Good Working Relationships, Clear Organizational Goals and Work Assignments, Open Communication, Compensation and Benefits, Coaching and Mentoring, and Recognition and Awards*. Workplace morale refers to the attitudes and opinions employees have about their jobs, and DOST XI believes that employees with low morale may be less likely to

reach their goals. DOST XI employees are asked to rate with direct supervisors the quality of relationships with co-employees, opportunities for recognition, career development opportunities, communication from top management, their ability to balance work and life, trust in the organization/management, objectives and goals of the organization, and their commitment to DOST XI and job satisfaction which results to Employees' Satisfaction Index which then translated to Employee Morale Index (Manongdo, 2019; García-Cabrera et al., 2023). Job satisfaction is defined as the level of contentment employees feel with their job (Basumallick, 2021; Sethambaram, 2020). Miles (2022) and Uddin et al. (2023) define job security as a sense of knowing that your job is safe from being cut, and Uddin et al. (2023) define job security as having a guarantee that you will be able to work in your existing employment for the foreseeable future.

Career growth opportunities refer to the overall progress of an individual's professional life (Betz, 2022). Randrianasolo et al. (2022) describes a good working relationship as one in which people are on good terms and can work effectively together. Straby (2024) states that clear, realistic goals and work assignments need to be specific, measurable, achievable, and timely. Sharma (2024) suggests that open communication occurs in a team when its members share their thoughts without fear of repercussions. Bhalerao (2024) defines compensation and benefits as the benefits a firm provides to its employees as payment for their labor. Coaching is a process that inspires subordinates to maximize their potential (Gardner et al., 2021). In contrast, Reitman & Benatti (2021) define mentoring as an informal association focused on building a two-way, mutually beneficial relationship for long-term career development. Millacci (2023) defines reward and recognition as the acknowledgement of an employee's good work and the potential perks that accompany it.

Self-actualization is the process by which an individual reaches their full potential (Sullivan, 2025). Much of Maslow's work on human motivation and self-actualization has empirical support. It can be easily integrated into contemporary research and theory on personality and well-being, firmly bringing the concept of self-actualization into the 21st century. The indicators for self-actualization are Continued Freshness of Appreciation, Acceptance, Authenticity, Equanimity, Purpose, Efficient Perception of Reality, Humanitarianism, Peak Experiences, Good Moral Intuition, and Creative Spirit. McGrath (2022) defines the characteristics of self-actualizing people. It says that continued freshness of appreciation can help us repeatedly appreciate the wonders and common aspects of life. Acceptance is the process by which people accept themselves as they are, including their faults and the differences between their personal reality and their ideal self-image (Sumantri et al., 2024). Authenticity is characterized by the lives of self-actualizing people being marked by simplicity and natural ease as they pursue their goals. Equanimity is evident in the demeanor of self-actualizing people, who seem to be somewhat sober and serious; they do not laugh at hostile, superior, or rebellious humor (McGrath, 2022). The purpose of self-actualizing individuals is to be highly problem-centered, not ego-centered. The problems they focus on are typically not their own; however, efficient perception of reality is that people can recognize fraud or those who present a false persona (McGrath, 2022). Humanitarianism also refers to the profound feelings of identification, sympathy, and affection for other people; peak experiences is people experiences tend to be sudden feelings of limitless horizons opening up to one's vision, simultaneous feelings of great power and significant vulnerability that something extraordinary and transformative has happened; good moral intuition is to have high ethical standards; and creative spirit - people are universally creative, like the fresh and naive creativity of an unspoiled child (McGrath, 2022).

The indicators of employees' performance are effectiveness, quality, efficiency, and timeliness, as reported in the semi-annual Individual Performance Contract Report. The indicators are defined as in CSC MC No. 6, s. 2012 as follows: effectiveness - the extent to which actual performance compares with targeted performance. The degree to which objectives are achieved and the extent to which targeted problems are solved. In management, effectiveness is about accomplishing the right things. Efficiency - the extent to which time or resources are used for the intended task or purpose. Measures of whether targets are achieved with a minimum amount or quantity of waste, expenses, or unnecessary effort. Timeliness - measures of whether the deliverables were done promptly according to the required time by law and/or clients and stakeholders. Time-

related performance indicators evaluate aspects such as project accomplishment deadlines, time management skills, and other time-critical expectations.

The Philippine government's civil service system employs the Strategic Performance Management System (SPMS), one of its objectives of which is to ensure organizational effectiveness and improve individual employee efficiency by cascading institutional accountabilities across various levels of the organization. In the SPMS, the Individual Performance Commitment Report form is used to measure employee performance (CSC, 2012). However, in the Philippine Government, measurement of employees' morale and self-actualization is not mandated. There is, however, a recognition or award that may encourage organizations to measure employee morale and self-actualization and act: the Philippine Quality Award (PQA). PQA is a national recognition for exemplary organizational performance, in which section 5.2.2 of the Human Resource criteria of the PQA Government Criteria for Performance Excellence 2017-2021 is about the assessment of human resource engagement (PQA Government Criteria for Performance Excellence, 2021). Some organizations use morale surveys to measure human resource engagement, such as DOST XI. However, it has not established the impact of an employee's morale and self-actualization on their individual performance.

1.3 Research Objectives

The study focused on determining the significance of the relationships among employees' morale, self-actualization, and the performance of Mindanao DOST offices. Specifically, the objectives of the study are: to assess the level of morale among the employees of Mindanao DOST offices in terms of job satisfaction, job security, career growth and opportunities, good working relationship, clear organizational goals and work assignment, open communication, compensation and benefits, coaching and mentoring, and recognition and awards; to find out the level of self-actualization among the employees of Mindanao DOST offices in terms of continued freshness of appreciation, acceptance, authenticity, equanimity, purpose, efficient perception of reality, humanitarianism, peak experiences, good moral intuition, and creative spirit; to determine the level of performance among the employees of Mindanao DOST offices in terms of effectiveness or quality, efficiency, and timeliness; to determine the significant relationship between, morale and performance of the employees of Mindanao DOST offices; to determine the significant relationship between self-actualization and performance of the employees of Mindanao DOST offices; to determine if employees' morale and self-actualization significantly predict the performance of Mindanao DOST employees; to determine which domain in the employees' morale predicts the level of performance of Mindanao DOST employees; and to determine which domain in the level of self-actualization significantly predicts the level of performance of Mindanao DOST employees.

1.4 Research Hypothesis

The following detailed hypotheses were tested at a 0.05 level of significance: there is no significant relationship between employees' morale and performance among Mindanao DOST; there is no significant relationship between employees' self-actualization and performance among Mindanao DOST; the employees' morale and self-actualization do not significantly predict employees' performance at Mindanao DOST; there is no domain in which the employees' morale significantly influences/determines the employees' performance among Mindanao DOST; and there is no domain in the employees' self-actualization that significantly influences/determines the employees' performance among Mindanao DOST.

This study aimed to provide key insights into the impact of employees' morale and self-actualization on performance. The findings of this study will benefit society, as HRM is crucial to the success of any organization. Thus, organizations that apply the recommendations of this study will be able to improve the performance of their employees. The Executive Committee (EXECOM) of Mindanao DOST can use the

study's results as vital information to determine which indicators are significantly related to the performance and morale levels of Mindanao DOST employees. The data can be utilized as input in developing the HRM plan of the Mindanao DOST. Likewise, it will provide significant information needed for policy and decision-making among the EXECOM of Mindanao DOST. The Human Resource Management section of the Mindanao DOST can use the study's findings to revisit and review departmental policies, rules, and regulations, thereby accelerating departmental activities. The study's findings will provide significant input in enhancing organizational activities in line with the Mindanao DOST's VMV and goals. Other researchers will benefit from the study, as it will help them uncover critical areas in HRM that many researchers have been unable to explore. Thus, a new theory on performance management may have arrived.

2. METHOD

This section comprises research respondents, materials and instruments, design and procedure, and ethical considerations.

2.1 Research Respondents

The research subjects of this study were the 133 government employees from the Mindanao DOST offices, specifically DOST IX, DOST XI, and DOST XIII. A total of 100 respondents were selected and completed the survey, which comprised approximately 75% of the total population. Based on HR records, a sample of 98 was selected from the populations of DOST IX (40), DOST XI (67), and DOST XIII (40), and the sample size was calculated using Slovin's formula (Ellen, 2020). The number of respondents (100) was considered statistically adequate and appropriate for quantitative analysis.

The population of 133 was divided into homogeneous sub-population strata, consisting of DOST IX, XI, and XIII through stratified random sampling (Thomas, 2020). The strata consisted of DOST IX, XI, and XIII. The samples in the stratum were selected through simple random sampling using an Excel random number generator. The names of the employees in Mindanao DOST as of 2024, as provided by HR, have been uploaded to the Excel randomizer per region and picked according to the number of samples per region, with an additional 10% of names included as a backup in case some individuals were unavailable to respond to the survey. Participants from DOST IX, DOST XI, and DOST XIII were selected through simple random sampling, providing an impartial representation of the group (Hayes, 2022). Even though the sample was selected through stratified random sampling, the results were presented as a whole, reflecting the overall levels of employees' morale, self-actualization, and performance of the three regional offices of Mindanao DOST. The results were combined, as the study's objective was to present trends and relationships among the three variables rather than to compare differences between these regions.

The employees included in the survey were those employed as of 2021 who had at least three years of experience working with DOST. The population data of the number of DOST employees was provided by the HRM of the three regional offices. The survey includes rank-and-file employees, as the Morale survey contains questions that pertain to management; therefore, executive committee members are excluded. Initially, the Human Resource Departments (HRM) of the three institutions reported a total of 246 employees. However, after applying the inclusion criteria, such as a minimum of three years of work experience at DOST and excluding executive committee members, the eligible population was reduced to 133 employees. If a participant withdraws from the research study, a written notice will be requested. The researcher will honor the participant's request to exclude their data from any analysis, and/or destroy the data. Fortunately, no participant withdrew from the study.

The study is located at the Mindanao DOST offices, which comprise regional offices in Regions IX, X, XI, XII, and XIII (CARAGA), with a total of 395 personnel as of 2019. Regional directors and executive committees manage regional offices. Mindanao DOST is considered a DOST cluster. Offices are in the capital

town of each region. As government offices, Mindanao DOST offices are required to submit IPCRs semi-annually to the CSC. At least in DOST XI, Performance ratings and employee Morale surveys are conducted regularly without studying their relationships. Other DOST offices in Mindanao are implementing the same projects, including DOST XI. Therefore, studying the level of employees' morale, Self-Actualization, and Performance is significant.

The study was conducted at the Mindanao DOST regional offices, specifically in Regions IX, XI, and XIII (CARAGA), which had a total of 133 personnel as of 2024. While requests for participation were sent to all Mindanao DOST offices, only these three regions provided updated employee lists necessary for inclusion in the study. Regional directors and executive committees manage regional offices. Mindanao DOST is considered a DOST cluster. The offices are in the region's capital town. As government offices, Mindanao DOST regional offices are required to submit Individual Performance Commitment and Review (IPCR) reports semi-annually to the CSC. At least in DOST XI, Performance ratings and employee Morale surveys are conducted regularly without studying their relationships. Other DOST offices in Mindanao are implementing the same projects as DOST XI; therefore, studying the level of employees' morale, self-actualization, and performance in these offices is significant.

2.2 Materials and Instruments

Two adopted survey questionnaires were used, and employees were requested to provide performance data for the study. The two questionnaires were standardized questionnaires. The first instrument was the morale survey, which DOST XI has used annually. The survey employed structured questions to measure job satisfaction, job security, career growth and opportunities, good working relationships, clear organizational goals and work assignments, open communication, compensation and benefits, recognition and awards, coaching and mentoring, and a happiness index. This same instrument was conducted at other regional offices.

The second instrument for measuring self-actualization was based on Scott Barry Kaufman's (2018) study called the Characteristics of Self-Actualization Scale (CSAS). CSAS was also linked to Maslow's hierarchy of needs, which demonstrated 10 characteristics or indicators of self-actualizing individuals, as presented in the research objectives. The performance measurements provided by the CSC in the form of IPCR were requested and included in the survey used to retrieve the data.

The employees' morale was assessed using indicators such as job satisfaction, job security, career growth/opportunities, good working relationships, clear organizational goals and work assignments, open communication, compensation and benefits, coaching and mentoring, and recognition and awards. A range of 4.2-5, with a verbal description of very high, indicates that employee morale was excellent and that needs were consistently met. A range of means from 3.4 to 4.19, with a verbal description of high morale, indicated that morale among employees was high, suggesting that needs were met in most cases. A range of means of 2.60-3.39, with a verbal description of moderate morale, indicated that morale among employees was only satisfactory and that needs were met in some cases. A range of means (1.8-2.59) with a verbal description of low morale indicated that employee morale was low and that needs were rarely met. A range of 1-1.79 on the means, with a verbal description of very low morale, suggested that morale among employees was poor and that their needs had not been met.

For the level of employees' self-actualization, with indicators continued freshness of appreciation, acceptance, authenticity, equanimity, purpose, efficient perception of reality, humanitarianism, peak experiences, good moral intuition, and creative spirit. A range of 4.2 to 5, with a verbal description of very high self-actualization, indicated that employees' self-actualization was consistently high. A range of 3.4 to 4.19, with a verbal description of high self-actualization, indicated that self-actualization among employees was high and evident in most cases. A range of means (2.60-3.39) with a verbal description of moderate self-actualization suggests that the level of self-actualization among employees was only satisfactory and observed

in some cases. A range of means (1.8-2.59) with a verbal description of low self-actualization indicated that the level of self-actualization among employees was low and rarely observed. A range of 1-1.79, with a verbal description of very low self-actualization, indicated that employees' self-actualization was poor and cannot be observed at any given time.

For the level of employees' performance, using indicators of effectiveness, quality, efficiency, and timeliness. A range of 4.2-5, with a verbal description of very high, indicated that performance was extraordinary (90-100%). A range of 3.4-4.19, with a verbal description of high performance, suggested that the employees' performance was high, at 80%-89%. A range of 2.60-3.39, with a verbal description of moderate performance, indicated that the employees' performance was only satisfactory, at 70%-79%. A range of 1.8-2.59, with a verbal description of low performance, suggested that employees' performance was low, ranging from 60% to 69%. A range of 1-1.79, with a verbal description of very low Performance, indicated that employees' performance was poor, below 60%.

The Civil Service Commission (2012) defined the ratings as follows: Very high performance was the highest level of achievement and commitment in terms of quality, efficiency, and timeliness. Very high-performing employees at this level should have demonstrated excellent job mastery across all significant areas of responsibility. A Very Satisfactory performance indicates that employees have exceeded all goals, objectives, and targets above the established standards. Satisfactory performance means meeting expectations in terms of quality of work, efficiency, and timeliness. The most critical annual goals were met. It means that the employees meet at least 75% to 79% of the target requirements. Unsatisfactory performance when employees are unsuccessful in meeting expectations, and/or one or more of the most critical goals are not met. *Poor* performance consistently fell below expectations, and significant improvement is needed in one or more key areas.

These survey questionnaires underwent a dry run, and Cronbach's Alpha values were determined. The results of the computation for employee morale were as follows: Cronbach's Alpha was 0.956, and the Mean-Item Correlation (MIC) was 0.386 across 37 items in the scale, indicating "perfect" internal consistency and reliability. On the other hand, the results of the computation for employee self-actualization, with Cronbach's Alpha at 0.939 and MIIC at 0.352 across 30 questions in the scale, also exhibit excellent internal consistency and can be considered dependable.

The two adopted survey questionnaires, one for morale and the other for self-actualization, were sent to internal evaluators from the University of Mindanao and external validators who hold a master's degree in management for evaluation to ensure the adequacy of the surveys. There were four internal validators rated the survey instruments with an average of 4.5, and there were four external validators rated the survey instruments with an average of 4.7 out of 5 for all the criteria, namely: clarity and direction of items, presentation, suitability, adequacy per category, attainment of purpose, objectivity, and appropriateness of the rating scale. Comments from one internal and one external validator were incorporated into the final survey questionnaires.

2.3 Design and Procedure

This study employed a quantitative, descriptive, non-experimental design, utilizing correlational techniques with regression analysis to analyze primary and secondary data. This study is a quantitative descriptive research study that aims to capture the current status quo (Ghanad, 2023) of employees' morale, self-actualization, and performance at Mindanao DOST. This study employed a non-experimental design, as we examined the levels of morale, self-actualization, and performance of Mindanao DOST employees without manipulating the conditions they experienced. The correlational technique was also employed to explore the relationships among employees' morale, self-actualization, and performance using regression analysis. In this case, the relationship between employees' performance, morale, and self-actualization is examined. This study

is a cross-sectional basic research project aimed at determining whether there is a relationship among employees' performance, morale, and self-actualization levels in government Mindanao DOST offices.

After the surveys were verified by panel members and internal and external validators, the following steps were taken to collect the data. The researcher prepared a request letter to the Mindanao DOST Cluster Chair and subsequently obtained the Cluster Chair's endorsement to the Regional Directors of Mindanao DOST, allowing them to conduct the study. With the assistance of the HRM section from the Mindanao DOST regional offices and the authority granted by the Cluster Chair of Mindanao DOST, the researcher sent a Facebook Messenger message detailing the study to all employee respondents.

The self-administered questionnaires were sent to each respondent via a Google Sheet questionnaire. The collected and collated data were sent to a statistician for statistical analysis. The following statistics were used in the study of the data gathered: means were used to determine the average levels of employees' morale, self-actualization, and performance at the Mindanao DOST. The relationships among employees' morale, self-actualization, and performance at the Mindanao DOST were determined using Pearson's *r*. Lastly, multiple linear regression was employed to predict employees' morale and self-actualization based on their performance level.

2.4 Ethical Considerations

The research was issued with a certificate of approval to conduct the study with certification number UMER 2023 373. The researcher implemented and adopted the ethical considerations listed by the UM Ethics Review Committee. First was voluntary participation wherein participants had a choice to participate in this study, and their voluntary involvement was respected throughout the research process. The researcher asked employees who participated in this study via Facebook Messenger whether they were willing to complete the survey; if not, their decision was respected.

The second ethical consideration was privacy and confidentiality of information. In line with transparency, a legitimate purpose, and proportionate use of information, all personal information provided in this study was retained by the researcher. The third was informed consent, which the employees who participated in this study provided informed consent, ensuring their free and informed participation in decision-making. The fourth consideration was recruitment in which participants were recruited from the HRM list for the Mindanao offices, and the researcher later messaged each participant individually. This method was used due to the distance between the researchers and the employees, who were in the Davao, CARAGA, and Zamboanga Peninsula regions.

The fifth in the list was risks and benefits. There were no circumstances under which the study would pose a risk to the participants' psychological, social, or economic well-being. The sixth was no plagiarism, wherein the study employed Turnitin and Grammarly software tools to detect and prevent plagiarism, ensuring no trace or evidence of misrepresentation of someone else's work is listed. The seventh ethical consideration was no fabrication; the researcher ensured no trace or evidence of intentional misrepresentation of what has been done. No falsification was also considered wherein no trace of purposefully misrepresenting the work to fit a model.

The researcher had no conflict of interest despite the researcher is currently an employee of DOST XI, one of the regional offices included in the study. The study's validity was strengthened by engaging external validators and experts that conducted content validation and reviewed the research process and ensured its credibility. The researcher has maintained honesty by accurately reporting findings, methods, and data, while upholding transparency through open communication with participants and stakeholders and adhering to ethical guidelines ensuring no deceit in the study. After internal and external validation, a certification from the UM Ethics Review Committee was obtained.

The researcher of this study holds a bachelor's degree in chemical engineering, is a licensed Chemical Engineer and Professional Food Technologist, and is currently pursuing a master's degree in

management. She made numerous revisions in response to the adviser's comments and suggestions. The researcher sought the approval of the University of Mindanao Ethics Review Committee (UMERC) for ethical considerations. After UMEREC approval, internal and external validators reviewed and rated the survey instruments. A pilot test of the study was then conducted, and the data gathered were analyzed to ensure that the survey questionnaire had "Very Good" internal consistency.

3. RESULTS AND DISCUSSION

The study aimed to investigate the relationship between employee morale and self-actualization and their impact on employee performance. The statistician and the researcher present and interpret the results in accordance with the study's specific objectives, using the online survey distributed to 100 DOST employees. The researcher presents the data in a tabular form, accompanied by verbal descriptions and thorough discussions.

3.1 Level of Employee Morale

Table 3.1.1 presents the level of employee morale among Mindanao DOST employees in terms of job satisfaction, job security, career growth/opportunities, good working relationships, clear organizational goals and work assignments, open communication, compensation and benefits, coaching and mentoring, and awards/ recognition. The overall mean is 4.18, with a standard deviation (SD) of 0.55, indicating that respondents generally agree, with responses clustered around "yes" to "definitely yes," in their perception that their needs were met in most cases, interpreted as high morale based on descriptive equivalence.

Table 3.1.1 Level of Employee Morale of Mindanao DOST Employees

Indicators	Mean	SD	Description
Job Satisfaction	4.45	0.51	Very High
Job Security	4.13	0.71	High
Career Growth / Opportunities	4.22	0.65	Very High
Good Working Relationship	4.14	0.62	High
Clear Organizational Goals & Work Assignment	4.32	0.58	Very High
Open Communication	4.32	0.61	Very High
Compensation and Benefits	3.79	0.78	High
Coaching and Mentoring	4.08	0.73	High
Recognition / Awards	4.17	0.65	High
Overall	4.18	0.55	High

Among the nine indicators of employees' morale, job satisfaction had the highest computed mean of 4.45 and SD of 0.51, followed closely by clear organizational goals and work assignment, and open communication, with computed means of 4.32 and 4.32 and SDs of 0.58 and 0.61, respectively. Moreover, the third-highest rated indicator was career growth and opportunities, with a computed mean of 4.22 and an SD of 0.65.

Based on their descriptive equivalence, these indicators were all interpreted as very high, suggesting that Mindanao DOST employees feel satisfied with their jobs, that they clearly understood their organization's policies, goals and long-term strategy, that they are empowered to share their thoughts and feel that they are listened by their supervisors and their ideas were communicated to the management, and that they have a good career opportunity at DOST.

Additional results include recognition and awards with a computed mean of 4.17 and SD of 0.65, good working relationship with a calculated mean of 4.14 and SD of 0.62, job security with a computed mean of 4.13 and SD of 0.71, and coaching and mentoring with a computed mean of 4.08 and SD of 0.73, all interpreted as high morale according to their descriptive equivalence. The results showed that employees were

treated as a team and the amount of trust, cooperation, understanding and warmth between employees and management was high. They have a sense that their job is secure and that they can work for the foreseeable future, and the employees think that the organization is guided with a code of ethics in its decisions, programs, and policies. Moreover, employees have given adequate training that inspires subordinates to maximize their potential and have been mentored. The motivation level in the office is moderate to high on a daily basis.

On the other hand, compensation and benefits, with a computed mean of 3.79 and SD = 0.78, received the lowest mean and have the highest SD, interpreted as indicating high morale based on descriptive equivalence. This result showed that employees have varied opinions about the organization's compensation and benefits. Although still high, this suggests that while employees are generally content, monetary rewards and benefits may not fully meet their expectations.

As stated, job satisfaction had the highest rate, and career growth and opportunities were ranked third among the indicators. The ratings indicate that employees have overall high satisfaction, with their needs consistently being met. The ratings also suggest that the organization has a positive image and that loyalty and commitment have been instilled in the workforce. Among all items in the nine indicators of employees' morale, the statement "I am proud of being a DOST employee" received the highest rating, with a computed mean of 4.76 and an SD of 0.45, interpreted as very high. The result suggests that DOST employees generally agree with relatively consistent responses clustered around "yes" to "definitely yes" of being proud of the role they play in promoting science, engineering, technology, and innovation (SETI) for development, take ownership in their contribution, and find dignity in serving the public through SETI. They are generally proud to be part of the respected government agency known for its integrity, as shown in the PAHAYAG 2024 3rd Quarter survey, conducted by Publicus Asia from September 15 to 19, 2024, where the DOST ranked third among government agencies in terms of approval ratings.

The confidence of Mindanao DOST employees on their job security showed that they were highly secure with the organization, and their needs were met in most cases; however, with higher SD, specifically the item "I see myself working in DOST in the next five years" with a computed mean of 4.09 and SD of 0.98, showed varied employee perceptions on job security. The item "I believe the organization is guided by the code of ethics in its decision, programs, and policies" had the highest computed mean of 4.32 and an SD of 0.78, indicating that employees highly value adherence to ethical standards.

Mindanao DOST employees believed their career growth and opportunities were very high, and their needs were consistently met. The item "I think that my job is interesting and challenging" had the highest mean (4.60) and SD (0.57). However, items related to advancement and promotion opportunities has the lower ratings and higher SD, such as the items "I will be considered for a promotion if I do good work" with a computed mean of 3.95 and SD of 0.97 "I feel that there are good career opportunities and good chances for advancement in DOST" with a calculated mean of 4.15 and SD 0.86 and "I do not need to play politics to get ahead in my organization" with a computed mean of 4.19 and SD of 0.92.

Among Mindanao DOST employees, good working relationships were rated high, with a computed mean of 4.14 and an SD of 0.62, and their needs were met in most cases. The rating suggests that employees have strong interpersonal connections, as reflected in the highest-rated item, "I like the people I work with at DOST", with a computed mean of 4.40 and SD of 0.65. The second-highest-rated item is "I feel that teamwork in our division is evident," with a calculated mean of 4.31 and an SD of 0.63, suggesting that collaboration and team spirit are highly valued and consistently observed within DOST. Then, the areas scored lower such as the items "I believe that DOST provides a healthy working environment" with a computed mean of 3.86 and SD of 0.89 and "I think that the amount of trust, cooperation, understanding and warmth that exist both among staff and between staff and management is high" with a computed mean of 3.98 and SD of 0.85 which indicates that while employees feel that there are camaraderie and teamwork, there remains room for improvement on trust-building initiatives that will strengthen the overall work environment.

Additionally, clear organizational goals and work assignments, as well as open communication, were the second-highest-rated indicators, both of which were interpreted as very high. These results suggest that employees have a clear understanding of DOST's vision, mission, and values, which enables them to align their work with DOST's goals. Employees also rated the item "I believe that my superior ably translated our organization's objectives into meaningful assignments" as very high, with a computed mean of 4.31 and SD of 0.65. These results show that effective communication and clarity of roles have a positive influence on employee morale.

Clear organizational goals and work assignments are essential for maintaining high morale in the workplace, as evidenced by the very high rating of Mindanao DOST employees (computed mean of 4.32 and SD of 0.58), with their needs consistently met. The items "I feel that I clearly understand our organization's policies, goals, and long-term strategy" (computed mean = 4.40, SD = 0.68) and "I observe the organizational core values at DOST" (computed mean = 4.40, SD = 0.68) were both rated highest. These results suggest that employees have a firm grasp of DOST's VMV, enabling them to align their work with organizational goals.

Employees rated the statement highly on the item "I believe that my superior ably translated our organization's objectives into meaningful assignments," with a computed mean of 4.31 and SD of 0.65, highlighting how leader clarity in translating strategy into action fosters clearer direction and effective task alignment. On the other hand, the item "I think that the management implements our organization's policies fairly," with a computed mean of 4.16 and an SD of 0.76, was rated the lowest, although still favorable, and is slightly lower than the other indicators. Overall, the findings highlight that employees are motivated by clear organizational goals and work assignments, which promote high morale and commitment to DOST's objectives.

Mindanao DOST employees rated open communication as very high, with a computed mean of 4.32 and an SD of 0.61, and their needs were consistently met. The item "I consult my supervisor whenever I have to make an important decision", with a computed mean of 4.55 and SD of 0.58, was rated the highest. The results indicate that employees place a high value on their supervisors' leadership and demonstrate strong confidence in seeking their support when faced with crucial decisions.

Also, the item "I can tell that my supervisor listens to my suggestions, ideas, and opinions always" was rated second-highest, with a computed mean of 4.39 and an SD of 0.69, suggesting that employees feel comfortable discussing problems and ideas with their supervisors and acknowledge that their input is heard. On the other hand, the item "I believe that the feelings, ideas, and suggestions of the staff are communicated to the management" has a slightly lower rating, with a computed mean of 3.99 and SD of 0.82. This result shows that there may be gaps in how staff feedback reaches EXECOM as decision-makers.

In terms of compensation and benefits, Mindanao DOST employees rated them high, with a computed mean of 3.79 and an SD of 0.78, and their needs were met in most cases. However, two items received lower ratings such as "I am able to maintain a reasonable balance between work and my personal life" with a computed mean of 3.71 and SD of 0.93 and "I am provided with health care and wellness benefits" with a computed mean of 3.57 and SD of 1.15 were both considered as high with high SD that showed varied responses.

In the area of coaching and mentoring, Mindanao DOST employees rated coaching and mentoring as high, with a computed mean of 4.08 and an SD of 0.73, and their needs were met in most cases. Among the items, the highest-rated was "I believe that my superior treats me fairly" with a computed mean of 4.21 and SD of 0.82, with a descriptive meaning of very high.

The other three remaining items were consistently rated high: "I am given adequate training and coaching to help me develop my potential" with a computed mean of 4.12 and SD of 0.88, "I think that the management gives me all the information I need to perform my job tasks" with a computed mean of 4.01 and SD of 0.88), and "I think the motivation level in our division is high, on a daily basis" with a computed mean of 3.96 and SD of 0.85. These results indicate that employees generally believe the coaching and mentoring system was effective, and they have access to the necessary information.

Regarding recognition and awards, Mindanao DOST employees rated recognition and awards as high, with a computed mean of 4.17 and an SD of 0.65, and their needs were met in most cases. The highest-rated item was “I believe that my job makes good use of my skills and abilities,” with a computed mean of 4.26 and an SD of 0.73, indicating a very high level. This suggests that employees feel their competencies are maximized in their roles, boosts their sense of purpose and value in the organization. The remaining items received high ratings such as “I am sufficiently recognized by my superior if I have made progress at work” with a computed mean of 4.16 and SD of 0.71, “I believe that my superior helps me develop my fullest potential” with a computed mean of 4.16 and SD of 0.70, and “I am sufficiently recognized by my superior for performing a good job” with a computed mean of 4.11 and SD of 0.84.

These results suggested that Mindanao DOST employees feel contented with their jobs, and that their work assignments are specific, measurable, achievable, and timely. This consonance with the results of Sumantri et al. (2024) regarding employee pride in their work and satisfaction with carrying it out well empowered them to share their thoughts without fear of repercussion. It also resembles Randrianasolo et al.'s (2022) study that a good working relationship with their co-workers can work effectively together.

The results paralleled with Straby's (2024) study, stating that employees who were recognized and had access to potential perks for their good work are moving forward with their relationship to their work. Aligns also with the outcomes of Rosal & Schneider (2024) that employees who are on good terms influenced by organizational culture can work effectively together, have good satisfaction, and performance. Employees have a sense that their job is secure and that they are assured of being able to work for the foreseeable future, similar to the study of Miles (2022), which found that job security is significant for employees. Moreover, subordinates to each other enjoyed the process of inspiration of maximizing their potential, as shown also by Gardner et al. (2022). To expand, the employees who have been mentored have made and built a mutually beneficial relationship for long-term career development.

3.2 Level of Self-actualization

Table 3.2.1 presents the overall level of self-actualization among Mindanao DOST employees, covering 10 indicators. The overall mean is 4.31, with an SD of 0.57, indicating that respondents generally agree, with responses clustered around “yes” to “definitely yes,” in their perception of having a very high level of self-actualization, as observed across the 10 indicators included in this study.

Among the 10 indicators of self-actualization, authenticity obtained the highest computed mean of 4.57 and SD of 0.45, followed closely by the indicators continued freshness of appreciation with a computed mean of 4.56 and SD of 0.45, and efficient perception of reality with a computed mean of 4.43 and SD of 0.57, all interpreted as very high, and the measure can be observed consistently.

Table 3.2.1 Level of Self-actualization of Mindanao DOST employees

Indicators	Mean	SD	Description
Acceptance	4.30	0.55	Very High
Authenticity	4.57	0.48	Very High
Continued freshness of appreciation	4.56	0.45	Very High
Creative spirit	4.17	0.61	High
Efficient perception of reality	4.43	0.57	Very High
Equanimity	3.94	0.66	High
Good moral intuition	4.37	0.53	Very High
Humanitarianism	4.36	0.60	Very High
Peak experience	4.05	0.63	High
Purpose	4.35	0.62	Very High
Overall	4.31	0.57	Very High

Additionally, indicators such as acceptance with a computed mean of 4.30 and SD of 0.55, good moral intuition with a computed mean of 4.37 and SD of 0.53, humanitarianism with a computed mean of 4.36 and SD of 0.60, and purpose with a computed mean of 4.35 and SD of 0.62 also received very high ratings, indicating that employees are morally aware, socially responsible, and driven by meaningful goals.

Meanwhile, indicators such as creative spirit (computed mean of 4.17 and SD of 0.61), equanimity (computed mean of 3.94 and SD of 0.66), and peak experience (computed mean of 4.05 and SD of 0.63) were rated high. These results showed that employees were universally creative and often unruffled by things that seem to bother other people and have experiences that are profound transcendence of their selfish concerns.

Regarding continued freshness of appreciation, which garnered an overall very high rating and with a computed mean of 4.56 and SD of 0.45, the highest-rated item was "I often feel gratitude for the good in my life no matter how many times I encounter it" with a computed mean of 4.65 and SD of 0.50, highlighting that employees consistently cultivate gratitude and a positive outlook despite repeated exposure to familiar experiences. Closely following is "A sunset looks just as beautiful every time I see one" with a computed mean of 4.62 and SD of 0.51, suggesting that employees sustain an enduring sense of wonder and appreciation for life's recurring blessings and simple joys.

Interestingly, the creative spirit obtained an overall high rating with a computed mean of 4.17 and an SD of 0.61. The highest-rated item was "I bring a generally creative attitude to all my work" with a computed mean of 4.31 and SD of 0.68, followed closely by "I have a generally creative spirit that touches everything I do" with a computed mean of 4.25 and SD of 0.66, both of which were described as very high. These results suggest that employees frequently incorporate creativity into their tasks and view it as a crucial aspect of their approach to work and problem-solving. However, the item "I am often in touch with my childlike spontaneity", with a computed mean of 3.94 and SD of 0.81, received only a high interpretation, suggesting that while employees demonstrate creativity in structured work activities, they may be less likely to express unstructured or playful forms of creativity freely.

About an efficient perception of reality, which obtained an overall very high rating with a computed mean of 4.43 and SD 0.57. All three items "I often have a clear perception of reality" with a computed mean of 4.43 and SD of 0.62, "I am always trying to get at the real truth about people and nature" with a computed mean of 4.43 and SD of 0.64, and "I try to get as close as I can to the reality of the world" with a computed mean of 4.44 and SD of 0.67 were consistently rated very high.

The self-actualization in terms of equanimity, which obtained an overall high rating with a computed mean of 3.94 and SD of 0.66, where among the items, "I am often undisturbed and unruffled by things that seem to bother most people" with a computed mean of 3.70 and SD of 0.83 were both rated high, reflecting a strong but not entirely consistent sense of emotional stability and resilience. These findings suggest that while employees can maintain calmness and manage stress effectively in most situations, there are moments when external pressures can still cause some disturbance.

The attainment of self-actualization in terms of good moral intuition, which obtained an overall very high rating with a computed mean of 4.37 and SD of 0.53, the highest-rated item was "I have a strong sense of right and wrong in my daily life" with a computed mean of 4.45 and SD of 0.61, followed closely by "I can tell 'deep down' right away when I have done something wrong" with a computed mean of 4.38 and SD of 0.65, both interpreted as very high. These results suggest that employees possess a strong internal moral compass, enabling them to make ethical decisions with confidence and consistency in both personal and professional contexts. The item "I trust my moral decisions without having to deliberate too much about them", with a computed mean of 4.28 and SD of 0.68, was also rated very high, reflecting that employees rely on their moral judgment intuitively and can act with integrity without prolonged hesitation.

The employees' humanitarianism received an overall very high rating with a computed mean of 4.36 and an SD of 0.60. Among the items, the highest-rated statement was "I have a genuine desire to help the human race" with a computed mean of 4.49 and SD of 0.63, reflecting that employees exhibit a strong inclination to contribute to the welfare of others. This suggests that the workforce possesses a well-developed

sense of empathy and altruism, which aligns with the principles of self-actualization. Other items, “I feel a deep sense of identification with all human beings” with a computed mean of 4.26 and SD of 0.69 and “I feel a great deal of sympathy and affection for all human beings” with a computed mean of 4.33 and SD of 0.68, were also interpreted as very high, showing that employees generally maintain concern, compassion, and emotional connection toward others.

Overall, the peak experience of employees obtained a high rating with a computed mean of 4.05 and an SD of 0.63. The findings reveal that employees exhibit an appreciable level of peak experience, characterized by occasional profound insights, heightened awareness, and a sense of connectedness. However, there remains potential to cultivate such transformative experiences for even greater self-actualization.

The employees’ life purpose obtained an overall very high rating with a computed mean of 4.35 and SD of 0.62, the highest-rated item, “I have a purpose in life that will help the good of mankind” with a computed mean of 4.43 and SD of 0.67, was interpreted as very high, reflecting that employees are strongly motivated by meaningful goals that contribute to the welfare of others.

These results, along with Kumar et al. (2021), similarly showed that employees with very high self-actualization marked themselves by simplicity and natural ease as they pursued their goals, and appreciated the wonders. As well as the common aspects of life repeatedly, and recognized fraud or those who presented a false persona, supported also by the study of McGrath (2022). A look also at the study of Mayowa (2021), whose findings revealed that employees’ self-actualization enhances their commitment to work. Aligning with the results that DOST employees are highly problem-centered, rather than ego-centered, and the problems they focus on are typically not their own, applying in the workplace, showing self-actualization leading to organizational commitment.

These results are also in parallel with the study by Abdelazim (2025), with the perceived self-actualization stating that employees accepted themselves as they are, including their faults and the differences between their personal reality and their ideal self-image. Furthermore, along with the support of Damayanti & Ekowati’s (2024) study, which has very high self-actualized employees, articulates that they have high moral standards, exhibit profound feelings of identification, sympathy, and affection for others, as exhibited in their workplace.

3.3 Level of Performance

Table 3.3.1 presents the level of employee performance among Mindanao DOST employees in terms of quality or effectiveness, efficiency, and timeliness. The overall mean is 4.47, with a standard deviation (SD) of 0.30, interpreted as very high based on descriptive equivalence.

Table 3.3.1 Level of Performance

Indicators	Mean	SD	Description
Quality	4.48	0.70	Very High
Efficiency	4.45	0.35	Very High
Timeliness	4.49	0.36	Very High
Overall	4.47	0.30	Very High

The results demonstrated a very high level of employee performance, highlighting how effectively employees perform their duties and meet their deadlines. Among the three indicators of employees’ performance, *timeliness* obtained the highest computed mean of 4.49 and SD of 0.30, followed closely by *quality*, with a computed mean of 4.48 and an SD of 0.37. The lowest rated indicator was *efficiency*, with a computed mean of 4.45 and an SD of 0.35. Based on their descriptive equivalence, these indicators were all interpreted as very high. The results showed that the timeliness of performance of Mindanao DOST employees, when evaluated on aspects such as project completion deadlines, time management skills, and

other time-sensitive expectations, was very high, consistently meeting the requirements of the law and/or clients and stakeholders on time.

Lastly, the efficiency of Mindanao DOST employees' performance was very high when evaluated by the extent to which time and resources were used for the intended task or purpose. Measures of whether targets are accomplished with a minimum amount or quantity of waste, expenses, or unnecessary effort. The low standard deviations indicated consistency among employees in achieving high-quality results, demonstrating a well-coordinated and highly competent workforce.

3.4 Significance of the Relationship of Employee Morale and Self-actualization on Performance

Table 3.4.1 presents the significance of the relationship between employee morale, self-actualization, and performance among Mindanao DOST employees. The table shows the computed R-values, R-squares, and p-values for each independent variable in relation to the dependent variable, performance.

Table 3.4.1 Significance of the Relationship of Employee Morale and Self-actualization to Performance

Independent Variables	Dependent Variable	R-value	r-square	p-value	Decision
Employee Morale	Performance	0.207*	0.0428	0.019	Reject H_0
Self-actualization		0.219*	0.0480	0.014	Reject H_0

* $p < 0.05$

The study's conclusion indicated a positive correlation between employees' morale and self-actualization on performance. The results showed a measly 4.28% improvement in performance attributed to morale and 4.8% attributed to self-actualization. Although the relationships were weak, the significance remains that improving employee morale and self-actualization will, consequently, lead to improved performance.

The Pearson correlation coefficient (R) is 0.207 between employee morale and performance, indicating a weak correlation: as employee morale increases, performance tends to improve slightly. Nevertheless, a portion of Mindanao DOST employees' high performance can be explained by their morale. The R-squared or coefficient of determination equals 0.0428, indicating that the portion of variance in performance that can be predicted from employee morale is only 4.28%. The p-value of 0.019 is less than the significance level of 0.05; therefore, the null hypothesis (H_0) is rejected.

The Pearson correlation coefficient R-value of 0.219 between employee self-actualization and performance is slightly higher than the R-value of employee morale, which can also be interpreted as a weak correlation. This suggests that as employee self-actualization increases, performance tends to improve slightly. Nevertheless, a portion of the high performance of Mindanao DOST employees can be explained by their self-actualization. The R-squared or coefficient of determination equals 0.0480, indicating that the portion of variance in performance that can be predicted from employee self-actualization is only 4.8%. The p-value for self-actualization is 0.014; so, the null hypothesis (H_0) is rejected.

Consistent with the findings of this study, Laoyan (2022) argued that individuals with outstanding morale are more motivated and generally engaged at work, noting that motivated employees are the foundation of prosperous organizations. High morale often leads to stellar work quality and increased productivity, aligning with Half (2021) and reinforcing the idea that employee morale serves as the backbone of any organization. Furthermore, the delivery of organizational initiatives aimed at boosting morale is often influenced by organizational culture and organizational commitment. In a study by Rosal and Schneider (2024), researchers found significant associations between organizational culture, organizational commitment, and employee performance. These findings suggest that performance is further enhanced by factors such as work experience and salary, especially when coupled with a very high level of job satisfaction.

On the other hand, the study conducted by Abrori & Riski (2022) found that self-actualization has a positive relationship with the work performance of the employees studied, which means that employees who have the capacity to grow and actualize themselves to make changes in a better direction have higher chances of performance. Randrianasolo et al. (2022) also verified, in their study analyzing the effect of an individual's self-realization on work performance. They found that recognition and a sense of competence had a significant and positive effect on productivity, and that commitment to work had a positive effect on job persistence.

3.5 Regression Analysis on the Influence of the Domains of Employee Morale and Self-actualization on Performance

Table 3.5.1 presents the regression analysis examining the impact of employee morale and self-actualization on the performance of Mindanao DOST employees. The table includes unstandardized coefficients (B), standard errors (SE), standardized coefficients (β), t-values, and p-values for each independent variable.

The predicted performance value if employee morale and self-actualization are zero is 3.716, with a standard error of 0.309. The expected change in performance when self-actualization is constant is 0.086, with a standard error of 0.061, indicating that a one-unit increase in morale would result in a 0.86-unit increase in performance. The standard coefficient β is 0.157, indicating the change in performance for a 1-SD increase in employee morale.

Table 3.5.1 Regression Analysis on the Influence of Employee Morale and Self-actualization on Performance

Independent Variables	Unstandard Coefficients		Standard Coefficients	t-value	p-value	Decision
	B	SE	β			
Constant	3.716	0.309				
Employee Morale	0.086	0.061	0.157	1.419	0.159	Do not Reject H_0
Self-actualization	0.092	0.076	0.135	1.215	0.227	Do not Reject H_0
Dependent Variable: Performance						
R = 0.250						
F-ratio = 3.226						
R-squared = 0.062						
p-value = 0.044						

The t-test for morale, which measured the sample mean and the hypothesized value of the population mean, yielded a value of 1.419, indicating a significant deviation from the null hypothesis. Therefore, the null hypothesis should be rejected. However, the p-value was 0.159, which is higher than the significance level of 0.05; therefore, the null hypothesis is not rejected, indicating that there is no significant relationship between employees' morale and performance among Mindanao DOST employees. The results showed that employees' morale alone does not have a significant predicted effect on performance.

The expected change in performance when employee morale is constant is 0.092, with a standard error of 0.076, indicating that a one-unit increase in self-actualization would result in a 0.092-unit increase in performance. The standard coefficient β is 0.135, representing the change in performance for a one SD increase in self-actualization. The t-test for self-actualization, which compared the sample mean to the hypothesized population mean, yielded a t-statistic of 1.215, indicating a significant deviation from the null hypothesis. Therefore, the null hypothesis should be rejected. However, the p-value resulted in 0.227, which is higher than the significance level of 0.05; therefore, the null hypothesis is not rejected, indicating that there is no significant relationship between employees' self-actualization and performance among Mindanao DOST

employees. This result also showed that self-actualization alone does not have a significant predicted effect on performance.

In the overall regression model, the multiple correlation coefficient R is equal to 0.250, indicating a positive but weak linear relationship between the dependent variable, performance, and the two combined independent variables of employee morale and self-actualization. The R -squared value is equal to 0.062, which means that 6.2% of performance is predicted collectively from morale and self-actualization. The F -ratio calculated is 0.3226, and the p -value is 0.044, which is statistically significant at the 0.05 level; therefore, the null hypothesis is rejected. These results suggest that, collectively, employee morale and self-actualization have a significant impact on performance, even though they do not have an impact individually.

The results showed that employees' morale alone does not have a significant predicted effect on performance, similar to the studies of Mishra et al. (2022) and Razak et al. (2025), which suggest that morale indirectly contributes to organizational outcomes rather than being a direct predictor.

Collectively, employee morale, along with consideration of other factors, has a significant relationship with performance, aligning with the study of Xu et al (2024), which supports empirical evidence. The researchers had results demonstrating that psychological contract was found to moderate the relationship between work engagement and work performance, indicating that the engagement-performance link is stronger when employees perceive their psychological contract has been fulfilled. This consonance with this study is that psychological factors, including employee morale, have a positive relationship with performance when considered in conjunction with other contextual variables.

This result also showed that self-actualization alone does not have a significant predicted effect on performance, consistent with the study of Salju et al. (2023), which found that self-actualization was strongly related to job satisfaction and employee engagement rather than to direct performance outcomes. The significant result of this study also conflicts with the study by Schoofs et al. (2022), which found that, within the association between support from co-workers and indicators of self-actualization at work, the need for relatedness did not have a significant effect.

Furthermore, performance regression analysis indicates that employee morale and self-actualization are not independent predictors of performance. Therefore, no domains of employee morale and self-actualization influence performance.

4. CONCLUSIONS AND RECOMMENDATIONS

This section summarizes the study's key findings and explores practical and future research recommendations.

4.1 Conclusions

The study's results indicated that the morale of Mindanao DOST employees is high, suggesting that their needs were generally met in their view. Their self-actualization is at a very high level, showing that employees identify with simplicity and natural ease as they pursue their goals. Additionally, the performance of DOST employees was very high, highlighting their effective performance in carrying out their duties and meeting deadlines. The result also showed a significant, weak positive correlation between employee morale and performance. Employee morale and performance exhibit a weak correlation, suggesting that as employee morale increases, performance tends to improve slightly. While the level of self-actualization and performance had also significant weak positive correlation. This suggests that as employee self-actualization increases, performance tends to improve slightly. Therefore, employees with higher morale and greater self-actualization tend to perform better.

However, regression analysis revealed that neither morale nor self-actualization significantly predicted performance. Employees' morale and self-actualization alone do not have a significant predicted

effect on performance. Nevertheless, together, employee morale and self-actualization have a significant impact on performance, even though they do not have an impact individually.

The objectives of determining which domains of employee morale and self-actualization significantly predict performance, the study revealed that, because these domains are not predictors of performance, no domains of employee morale and self-actualization influence performance.

4.2 Recommendations

Based on the study's findings and conclusions, the researcher offers several recommendations to the management of DOST Mindanao, Human Resource Management (HRM) practitioners, and future researchers.

First, it is recommended that DOST management continue to foster HRM programs that enhance employee morale, even though the study found it is not the sole predictor of performance. Maintaining high morale is significant for organizational health and retention. However, while many indicators reached very high levels of employee morale, several domains were identified as high, indicating critical areas for improvement. Regarding employee morale, DOST HR or management should address compensation and benefits. Since salary scales are fixed by law, the organization should research and implement approaches that prioritize non-monetary benefits and flexible work arrangements to better support employee health and personal-professional balance. In coaching and mentoring, employees need more consistent daily motivation and information sharing. It is recommended that supervisors give more continuous feedback to ensure subordinates feel supported in their long-term career development. While in the area of job security, the varied responses regarding the next five years suggest a need for clearer career pathing. Management should conduct transparency sessions on tenure and promotion tracks to reduce uncertainty and strengthen the agency's long-term performance. Then, for good working relationships, while teamwork is strong, there is a relative need to improve the warmth and trust between staff and management. Lastly, recognition and awards should be further refined to ensure that every employee feels their specific skills and abilities are being maximized.

Second, it is recommended to enhance HRM programs that significantly boost employees' self-actualization. However, three indicators were found to be at a high level but amongst the lowest-rated, so they need special focus. Equanimity, although high, is the lowest-rated indicator, suggesting that external pressures can sometimes affect the emotional calm of DOST employees. It is suggested that the HR department implement workshops on building resilience and mindfulness training for employees to help them stay calm amid their heavy workloads.

The peak experience, also one of the lowest indicators, is the momentary feeling of deep insight and unity. The management should focus on developing these experiences by giving employees high-impact, visionary work that goes beyond their usual responsibilities. This can also be incorporated into their training sessions or networking meetings. Lastly, although the creative spirit is found in technical work, there is a lower level of childlike spontaneity. The management should create a conducive environment for unstructured brainstorming and experimentation, allowing innovation that is not strictly bound by their employee workforce requirements and protocols.

Third, regarding performance, since the regression analysis revealed that morale and self-actualization explain only a small percentage of performance variance, management should examine other factors that drive DOST Mindanao's very high performance. The high performance is likely driven by factors beyond emotional satisfaction, such as public service motivation, technical competency, a strong organizational culture, and adherence to Quality Management Systems such as ISO. DOST Mindanao should be benchmarked as a model of a high-performing government agency, and future studies should document its specific operational best practices to understand how it maintains such standards despite the limited statistical

reliance on morale and self-actualization. It is notable that the organization has a well-coordinated, highly competent workforce.

Lastly, to expand the body of knowledge, future researchers are recommended to refine the methodology for measuring employee performance. Future studies should improve regression analysis models by including control and alternative variables to isolate the effects of employee performance more accurately. Additionally, employing a mixed-methods design is advised, as qualitative data would help explain why performance remains high even when specific domains of morale or self-actualization fluctuate. Researchers should also explore alternative measurement scales or instruments, particularly for employee performance, to ensure robustness and application for other settings, not just for DOST employees. Finally, future researchers should examine additional variables to better understand what truly drives employee performance.

Nomenclature	
Authenticity	lives marked by simplicity and natural ease as they pursue their goals
Coaching	guiding subordinates to maximize potential
Continued Freshness of Appreciation	the ability to appreciate the wonders and common aspects of life
Creative Spirit	natural inclination toward originality, innovation, and problem-solving.
Employee Morale	attitudes and opinions employees have about their jobs
Equanimity	maintaining emotional stability and composure under varying circumstances
Job Satisfaction	level of contentment employees feel with their job
Job Security	having a guarantee that you will be able to work in your existing employment for the foreseeable future
Mentoring	building a two-way, mutually beneficial relationship for long-term career development
Moral Intuition	people have high ethical standards
Self-actualization	the process by which an individual reaches their full potential

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