Job Performance Satisfaction among Prophet Elisha Christian Academy (PECA) Employees: A Study of Motivational and Organizational Factors

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Chapter I

THE PROBLEM AND ITS SETTING

Introduction

Job performance satisfaction among employees is a crucial factor in achieving organizational effectiveness, particularly in educational institutions where employee commitment and performance directly influence learning outcomes. This study, titled Job Performance Satisfaction among Employees in Prophet Elisha Christian Academy: A Study of Motivational and Organizational Factors, seeks to examine how motivational elements such as recognition, rewards, and personal growth, alongside organizational factors including leadership, work environment, and institutional support, affect employees' satisfaction with their job performance. In the context of Prophet Elisha Christian Academy, understanding these factors is essential for fostering a positive work culture, enhancing staff morale, and ensuring the delivery of quality education aligned with the school's mission and values.

Recent research highlights the substantial impact of motivational and organizational factors on job satisfaction and performance. For instance, Lilo and Ardiansari (2025) found that work motivation and a supportive work environment significantly affect employee performance, both directly and through job satisfaction as a mediating factor. Similarly, Lagadon (2025) reported that high levels of motivation and satisfaction with benefits and incentives corresponded with effective employee performance in a government agency context. Ichdan (2024) noted that work environment and motivation significantly improve employee productivity via job satisfaction's mediating role, particularly in education sectors. Additionally, Khansa et al. (2024) demonstrated that work motivation and work-life balance jointly influence employee performance, with job satisfaction serving as a key mediator.

Despite extensive evidence linking motivation and organizational conditions to job satisfaction and performance, gaps remain in the literature. Many studies focus on isolated factors—such as motivation alone or work environment alone—without examining their combined effects within specific sectors or geographical contexts, limiting broader generalizability. Moreover, much of the recent research emphasizes mediating mechanisms (e.g., job satisfaction's role) but often neglects moderating influences such as organizational culture and leadership style, which could strengthen or weaken these relationships. There is also limited longitudinal evidence capturing how changes in organizational practices over time affect satisfaction and performance, particularly in post-pandemic and hybrid work environments. Addressing these gaps will provide a more holistic understanding of how motivational and organizational factors coalesce to shape job performance satisfaction in diverse workplaces.

This study can make a meaningful contribution to Prophet Elisha Christian Academy (PECA) by providing evidence-based insights into the motivational and organizational factors that influence employees' job performance satisfaction. Through the findings, school administrators and leaders can better understand the specific needs, expectations, and challenges faced by employees, enabling them to design targeted strategies that enhance motivation, improve job satisfaction, and ultimately strengthen overall performance within the institution.

The study can also contribute to the improvement of human resource and management practices at PECA. By identifying which motivational incentives (such as recognition, professional development, or rewards) and organizational elements (such as leadership style, communication, and work environment) most affect employee satisfaction, the school can refine its policies, performance appraisal systems, and staff development programs. These improvements may lead to reduced employee turnover, increased commitment, and a more stable workforce.

Furthermore, the results of the study can support PECA's mission as a faith-based educational institution by promoting a positive and supportive work culture grounded in shared values, respect, and service. When employees experience satisfaction in their job performance, they are more likely to demonstrate dedication, collaboration, and enthusiasm in fulfilling the academy's educational and spiritual goals.

Lastly, the study can serve as a baseline reference for future institutional assessments and planning at PECA. The findings can guide long-term decision-making, inform continuous improvement initiatives, and provide a foundation for future research aimed at enhancing employee well-being and organizational effectiveness within the academy.

Theoretical Framework

This study is anchored on established motivational and organizational theories that explain how employees' attitudes, behaviors, and performance outcomes are shaped by both internal and external workplace factors. Specifically, the research integrates Self-Determination Theory, Herzberg's Two-Factor Theory, and Social Exchange Theory to provide a comprehensive explanation of job performance satisfaction among employees. These theories collectively emphasize that employee satisfaction and performance are influenced by intrinsic motivation, extrinsic rewards, and the quality of organizational support and relationships.

Self-Determination Theory (SDT) posits that individuals are motivated to perform well when their basic psychological needs for autonomy, competence, and relatedness are fulfilled. Within the context of this study, motivational factors such as recognition, meaningful work, and opportunities for growth enhance employees' intrinsic motivation, leading to higher job satisfaction and improved performance. When employees perceive that their work environment supports their autonomy and professional development, they are more likely to experience satisfaction in their performance outcomes.

Herzberg's Two-Factor Theory further explains job satisfaction by distinguishing between motivators (achievement, recognition, responsibility) and hygiene factors (salary, working conditions, organizational policies). This framework supports the study's focus on both motivational and organizational factors, suggesting that while organizational conditions prevent dissatisfaction, true job performance satisfaction is driven by motivational elements. The theory underscores the importance of balancing intrinsic motivators with adequate organizational support to sustain employee satisfaction and productivity.

Additionally, Social Exchange Theory (SET) provides a relational perspective, proposing that employees reciprocate favorable organizational treatment with positive work attitudes and behaviors. When organizations provide supportive leadership, fair policies, and a positive work environment, employees respond with greater commitment, satisfaction, and performance. This reciprocal relationship explains how organizational factors influence job performance satisfaction by shaping employees' perceptions of fairness, support, and value within the organization.

Guided by these theories, the study conceptualizes motivational factors and organizational factors as independent variables, job performance satisfaction as the dependent variable, and recognizes the dynamic interaction between individual motivation and organizational context. The theoretical framework thus offers a robust foundation for examining how internal psychological drivers and external organizational conditions jointly contribute to employees' satisfaction with their job performance.

Conceptual Framework

The conceptual framework of this study illustrates the proposed relationships between motivational factors, organizational factors, and job performance satisfaction among employees. It is grounded in established theories of motivation and organizational behavior and translates these theories into measurable variables that can be empirically examined. The framework assumes that employees' job performance satisfaction is influenced by both individual-level motivational drivers and organization-level contextual factors.

In the framework, motivational factors are treated as independent variables and include elements such as intrinsic motivation, extrinsic rewards, recognition, and opportunities for personal and professional growth. These

factors reflect the internal and external incentives that encourage employees to exert effort and perform effectively. Higher levels of motivation are expected to positively influence how employees perceive their performance and satisfaction at work.

Organizational factors, also identified as independent variables, encompass the work environment, leadership style, organizational culture, communication systems, and organizational support. These factors represent the structural and social conditions within the workplace that enable or constrain employee performance. A supportive organizational climate is expected to enhance employees' satisfaction by providing clarity, fairness, resources, and psychological safety necessary for effective job performance.

The dependent variable in the framework is job performance satisfaction, which refers to employees' perceived fulfillment and contentment with their job roles and performance outcomes. The framework posits that both motivational and organizational factors have a direct and significant effect on job performance satisfaction. Additionally, the interaction between motivational and organizational factors is assumed to strengthen this relationship, as motivated employees are more likely to experience satisfaction when supported by a conducive organizational environment.

Overall, the conceptual framework provides a systematic representation of the study's key variables and their hypothesized relationships. It serves as a guide for data collection, analysis, and interpretation by clarifying how motivational and organizational factors contribute to job performance satisfaction. By empirically testing this framework, the study aims to generate insights that can inform effective human resource practices and organizational strategies aimed at enhancing employee satisfaction and performance.

Statement of the Problem

The study aims to determine the job satisfaction among employees in Prophet Elisha Christian Academy for School Year 2025-2026.

Specifically, it seeks to answer the following questions;

1. What is the level of job performance satisfaction among employees in terms of:

    1.1 . overall job satisfaction, and

    1.2. perceived job performance?

2. What motivational factors influence job performance satisfaction among employees in terms of:

    2.1 intrinsic motivation,

    2.2. extrinsic rewards and incentives, and

    2.3. recognition and career development opportunities?

3. What organizational factors influence job performance satisfaction among employees in terms of:

    3.1 . work environment,

    3.2. leadership style,

    3.3. organizational culture, and

    3.4. organizational support?

4. Is there a significant relationship between motivational factors and job performance satisfaction among employees?
5. Is there a significant relationship between organizational factors and job performance satisfaction among employees?
6. Which motivational and organizational factors best predict job performance satisfaction among employees?
7. What intervention can be proposed based on the findings of the study?

Null Hypothesis

Ho1: There is no significant relationship between motivational factors and job performance satisfaction among employees.
Ho2: There is no significant relationship between organizational factors and job performance satisfaction among employees?

Scope and Limitation of the Study

This study focuses on examining job performance satisfaction among employees of Prophet Elisha Christian Academy (PECA), with particular emphasis on motivational and organizational factors that influence employees' satisfaction with their job performance. The respondents of the study include teaching and non-teaching staff currently employed at PECA for School Year 2025-2026. Motivational factors considered in the study include intrinsic motivation, rewards, recognition, and opportunities for professional growth, while organizational factors cover aspects such as leadership style, work environment, organizational culture, and institutional support. The study is limited to assessing employees' perceptions using a structured survey questionnaire and employs quantitative methods to analyze the relationships between the identified variables.

Despite its contributions, the study has certain limitations that should be acknowledged. First, the research is confined to a single educational institution, which may limit the generalizability of the findings to other schools or organizations with different contexts or management structures. Second, the study relies on self-reported data, which may be subject to response bias, social desirability, or personal interpretation. Third, the use of a cross-sectional research design captures employee perceptions at one point in time and does not account for changes in motivation or satisfaction over an extended period. Lastly, other factors that may influence job performance satisfaction—such as personal life circumstances, external economic conditions, or individual personality traits—are beyond the scope of this study and were not examined.

Significance of the Study

This study is significant to Prophet Elisha Christian Academy (PECA) as it provides a clear understanding of the motivational and organizational factors that influence employees' job performance satisfaction. The findings can assist school administrators and leaders in identifying areas that need improvement, such as motivation strategies, leadership practices, and working conditions. By addressing these factors, PECA can enhance employee morale, commitment, and productivity, ultimately contributing to a more effective and harmonious school environment.

The study is also important to employees, as it highlights the factors that contribute to their satisfaction and performance at work. Understanding these influences can help employees recognize the value of motivation, organizational support, and positive workplace relationships, which may encourage greater engagement, accountability, and professional growth.

For school managers and human resource practitioners, the study offers empirical evidence that can guide decision-making related to staff development, performance evaluation, and incentive programs. The results can serve as a basis for designing policies and interventions that promote employee satisfaction and sustained performance, thereby supporting institutional stability and growth.

Lastly, the study contributes to the academic community and future researchers by adding to the limited literature on job performance satisfaction in faith-based educational institutions. It provides a contextual framework and empirical findings that can be used as references for future studies, facilitating further research on motivational and organizational factors in similar educational settings.

Definition of Terms

To give emphasis on the concept/terms used in the study, the following terms will be defined conceptually and operationally.

Job Performance Satisfaction

Job performance satisfaction refers to the degree to which employees feel content, fulfilled, and valued in their work. It reflects how satisfied employees are with their roles, responsibilities, and overall accomplishments in the organization.

In this study, job performance satisfaction is measured using a survey that assesses employees' perceived fulfillment, recognition, achievement of work goals, and overall contentment in their roles, rated on a 5-point Likert scale from "strongly disagree" to "strongly agree."

Motivational Factors

Motivational factors are internal and external drivers that inspire employees to perform effectively, stay engaged, and achieve organizational objectives. Examples include intrinsic motivation, rewards, recognition, and opportunities for personal and professional growth.

In this study, motivational factors are evaluated through survey items that measure employees' perceptions of incentives, recognition programs, opportunities for promotion, and encouragement to excel in their roles, using a 5-point Likert scale.

Organizational Factors

Organizational factors refer to structural and environmental elements within an organization that influence employees' satisfaction, motivation, and performance. These include leadership style, organizational culture, communication systems, work environment, and institutional support.

In this study, organizational factors are assessed using survey items that evaluate employees' perceptions of leadership effectiveness, clarity of communication, workplace environment, organizational support, and overall culture at PECA, measured on a 5-point Likert scale.

Employees

Employees are individuals who work for an organization and perform assigned tasks in exchange for compensation, contributing to the organization's goals and operations.

In this study, employees include all teaching and non-teaching staff currently employed at Prophet Elisha Christian Academy during the period of data collection.

Chapter 2

REVIEW OF RELATED LITERATURE AND STUDIES

This chapter presents the related literature and studies both foreign and local reviewed and have bearing to the present study.

Related Literature

Foreign

Recent foreign studies have emphasized the significant impact of motivational and organizational factors on employee performance and job satisfaction, which are highly relevant to the educational context of Prophet Elisha Christian Academy.

Saputra and Yosepha (2025) highlighted that motivation, discipline, and job satisfaction are key determinants of employee performance, emphasizing that both intrinsic and extrinsic motivators enhance engagement and productivity.

Similarly, Lilo and Ardiansari (2025) found that work motivation and a supportive work environment significantly influence employee performance, with job satisfaction acting as a mediating variable that strengthens this relationship.

Lagadon (2025) further reported that employees who experience higher levels of motivation and satisfaction with rewards and recognition demonstrate superior performance outcomes, underscoring the importance of organizational support in enhancing job performance.

Putra and Nasution (2025) examined the role of organizational culture, revealing that a positive culture not only improves job satisfaction but also amplifies motivation, leading to better performance results.

Jumawan, Ali, Sawitri, and Rony (2025) demonstrated that leadership quality and organizational culture significantly impact employee performance through their effect on motivation.

Applying these findings to the context of PECA, it is evident that employees' satisfaction with their job performance may similarly be influenced by the academy's motivational strategies, leadership practices, work environment, and organizational culture. Understanding these dynamics within PECA can help school administrators design targeted interventions and supportive policies that enhance staff motivation, satisfaction, and overall performance, ultimately contributing to a more effective and productive educational environment.

Local

Several local Philippine studies have explored aspects of motivation, job satisfaction, and organizational influences that are relevant to understanding employee performance in educational settings like Prophet Elisha Christian Academy. For example, Nitafan and Camay (2020) found that work motivation significantly relates to job satisfaction among municipal government employees in Cotabato, emphasizing that factors such as support from co-workers and work conditions contribute to overall satisfaction (work motivation and job satisfaction).

Grantoza (2025) examined leadership style, work environment, and organizational motivation in a local government unit in Batangas and reported that job satisfaction can moderate the effects of these organizational factors on employee performance, highlighting the importance of a supportive work context (effects of leadership, work environment, and organizational motivation).

In the private sector, Jimenez (2025) demonstrated that employee motivation—driven by recognition, rewards, and career advancement—positively influences job satisfaction and organizational performance at a major retail store in Laguna, suggesting that motivational practices can enhance satisfaction across sectors.

Additionally, Briones et al. (2025) found that compensation, career advancement opportunities, and supervisory support strongly correlate with job satisfaction and employee retention in a Philippine IT company, underlining the broader link between satisfaction and workforce stability.

Together, these Philippine studies underscore that both motivational and organizational factors significantly affect job satisfaction and employee outcomes, offering a valuable local context that supports the investigation at PECA by illustrating similar dynamics in diverse Filipino work environments.

Related Studies

Foreign

Recent foreign empirical studies underscore the significant relationships between motivational and organizational factors and job performance satisfaction, which are directly relevant to understanding employee outcomes in contexts like Prophet Elisha Christian Academy.

For example, Lilo and Ardiansari (2025) found that both the work environment and work motivation significantly affect employee performance, with job satisfaction acting as a mediating variable that strengthens these effects, highlighting the importance of a supportive workplace and effective motivational systems for enhancing performance outcomes.

Likewise, Safia, Prabowo, and Violinda (2025) reported that compensation and work motivation significantly influence employee performance, with job satisfaction serving as an intervening factor, suggesting that motivational incentives and fair compensation can enhance satisfaction and productivity.

Another study by Kechik Jeffrey (2025) demonstrated that employee motivation, organizational culture, and leadership positively impact perceived organizational performance via job satisfaction, emphasizing that organizational practices that foster a strong culture and effective leadership contribute to higher satisfaction and better performance.

Additionally, recent research in higher education contexts, such as the study by Zhang et al. (2025), found that monetary and non-monetary motivational factors significantly affect the job performance of non-academic university staff, supporting the idea that diverse motivational strategies can enhance job satisfaction and performance across institutional settings.

Collectively, these foreign studies provide robust evidence that motivational elements (e.g., rewards, environment, leadership) and organizational factors (e.g., culture, support systems) are critical determinants of job performance satisfaction, reinforcing the need to explore these dynamics within PECA to identify strategies that optimize employee motivation and organizational support for improved performance outcomes.

Local

Several local Philippine studies have examined aspects of employee motivation, organizational conditions, and job satisfaction, offering important insights that support the context of this research at Prophet Elisha Christian Academy (PECA).

For instance, a study by Pillagara, Pangilinan, Florencondia, and Mallari (2025) investigated job satisfaction among engineering faculty and staff in Central Luzon using Herzberg's Motivation-Hygiene Theory. The findings revealed that both intrinsic and extrinsic factors—such as salary, career development opportunities, and administrative policies—significantly influence job satisfaction and, by extension, job performance and organizational commitment in academic settings.

In a different sector, Briones, Saludes, Lagustan, Magtibay, Pagapulan, and Verano (2025) explored the relationship between employee value proposition components (compensation, career development, and work environment) and job satisfaction in a Philippine manufacturing company, suggesting that organizational culture and interpersonal dynamics may play a crucial role beyond standard incentives in shaping satisfaction and loyalty.

Grantoza's (2025) research on employees in a local government unit likewise highlighted how leadership style, work environment, and organizational motivation relate to employee performance and job satisfaction, with job satisfaction serving as a moderating factor that strengthens these relationships.

Moreover, studies such as Molina et al. (2025) show that job satisfaction positively correlates with employee retention in the IT industry, reporting that compensation, career advancement prospects, and supervisory support are strongly associated with sustained workforce engagement.

These Philippine studies collectively illustrate that motivational incentives and organizational conditions significantly affect employees' job satisfaction and related outcomes, underscoring the importance of examining these factors within PECA's organizational context to improve staff motivation, performance, and retention.

Synthesis

The reviewed literature, both foreign and local, consistently emphasizes the critical role of motivational and organizational factors in influencing job performance satisfaction among employees. Foreign studies (Lilo & Ardiansari, 2025; Safia, Prabowo, & Violinda, 2025; Kechik Jeffrey, 2025; Zhang et al., 2025) indicate that intrinsic and extrinsic motivational elements—such as recognition, rewards, career development opportunities, and supportive work environments—positively affect employees' satisfaction with their performance. Moreover, organizational factors including leadership style, organizational culture, and institutional support further enhance the positive effects of motivation, often serving as mediators or moderators that strengthen the relationship between motivation and performance outcomes.

Local Philippine studies (Pillagara et al., 2025; Briones et al., 2025; Grantoza, 2025; Molina et al., 2025) similarly reveal that motivation and organizational conditions significantly impact job satisfaction and employee performance in various work settings, including educational institutions, government units, and private companies. These studies highlight the importance of contextual factors, such as compensation, supervisory support, workplace culture, and career growth opportunities, which align closely with the dynamics observed in foreign contexts. Notably, both foreign and local literature suggest that job satisfaction often serves as a mediating factor between motivational and organizational variables and performance, indicating that satisfaction is not merely an outcome but a mechanism through which organizational interventions can enhance employee effectiveness.

Synthesizing the findings, it is evident that both intrinsic motivation (e.g., personal growth, recognition) and extrinsic motivation (e.g., rewards, compensation), coupled with supportive organizational practices (e.g., leadership, culture, environment), are crucial determinants of job performance satisfaction. While foreign studies provide generalizable evidence from diverse sectors, local Philippine studies offer culturally and institutionally contextualized insights, underscoring the relevance of these factors within the Philippine work environment. Together, these studies reinforce the need for institutions like Prophet Elisha Christian Academy (PECA) to examine the interplay of motivational and organizational factors to enhance employee satisfaction and performance, suggesting that tailored interventions addressing both personal and organizational needs can lead to improved productivity, engagement, and retention.

Chapter 3

RESEARCH METHODOLOGY

This chapter deals with the methodology or procedures that will be employed in the conduct of the study. Discussion on the research design, research locale, respondents, research instruments, data gathering procedure, ethical consideration, data analysis, and statistical treatment of data are herein included.

Research Design

This study will utilize a quantitative research design to examine the relationship between motivational factors, organizational factors, and job performance satisfaction among employees of Prophet Elisha Christian Academy (PECA). The quantitative approach is appropriate because it allows the researcher to systematically measure and analyze variables numerically, establish relationships, and determine the extent to which motivational and organizational factors influence employees' satisfaction with their job performance.

Specifically, the study will employ a descriptive-correlational design. The descriptive component aims to assess the current levels of job performance satisfaction, motivation, and organizational factors among employees. This involves describing the employees' perceptions of intrinsic and extrinsic motivation, leadership style, work environment, organizational culture, and institutional support. The correlational component will examine the relationships between these independent variables (motivational and organizational factors) and the dependent variable (job performance satisfaction), determining whether higher levels of motivation and supportive organizational practices are associated with increased job satisfaction and performance outcomes.

Data will be collected using a structured questionnaire based on validated scales for motivation, organizational factors, and job satisfaction. Responses will be measured on a Likert-type scale, which allows for quantitative analysis of employees' perceptions. Statistical tools such as Pearson correlation, multiple regression analysis, and descriptive statistics will be used to analyze the data, test the hypotheses, and identify the most significant predictors of job performance satisfaction.

This research design is ideal for achieving the objectives of the study because it allows for objective measurement, systematic comparison, and statistical inference, providing empirical evidence on how motivational and organizational factors influence employees' satisfaction at PECA. By employing this design, the study can offer actionable insights for school administrators to develop strategies that enhance employee motivation, optimize organizational practices, and improve overall job performance and satisfaction within the academy.

Research Locale

The study will be conducted at Prophet Elisha Christian Academy (PECA), an educational institution located in Bayugan City, Philippines. PECA is a faith-based school that provides quality education while integrating Christian values and principles in its curriculum. The academy employs both teaching and non-teaching staff, all of whom contribute to the smooth operation and success of the institution. These employees serve as the target respondents of the study, as their motivation, organizational experiences, and job satisfaction are critical to the overall performance and reputation of the academy.

PECA is an ideal research locale for this study because it represents a structured educational environment where organizational practices and motivational strategies directly influence employee performance and satisfaction. The school offers various programs, administrative systems, and organizational policies that can impact employee motivation, engagement, and perceptions of job satisfaction. By focusing on PECA, the study can provide insights specific to the academy's context, culture, and workforce dynamics, which may differ from other educational institutions due to its faith-based and community-oriented approach.

Additionally, conducting the study at PECA allows the researcher to gather first-hand data from employees who are directly involved in the institution's daily operations. This ensures that the findings are contextually relevant and reflective of the real experiences of staff members, making the results actionable for school administrators and management. The insights gained from this research can inform policies and interventions that aim to enhance employee satisfaction, motivation, and overall performance, contributing to the school's long-term success and sustainability.

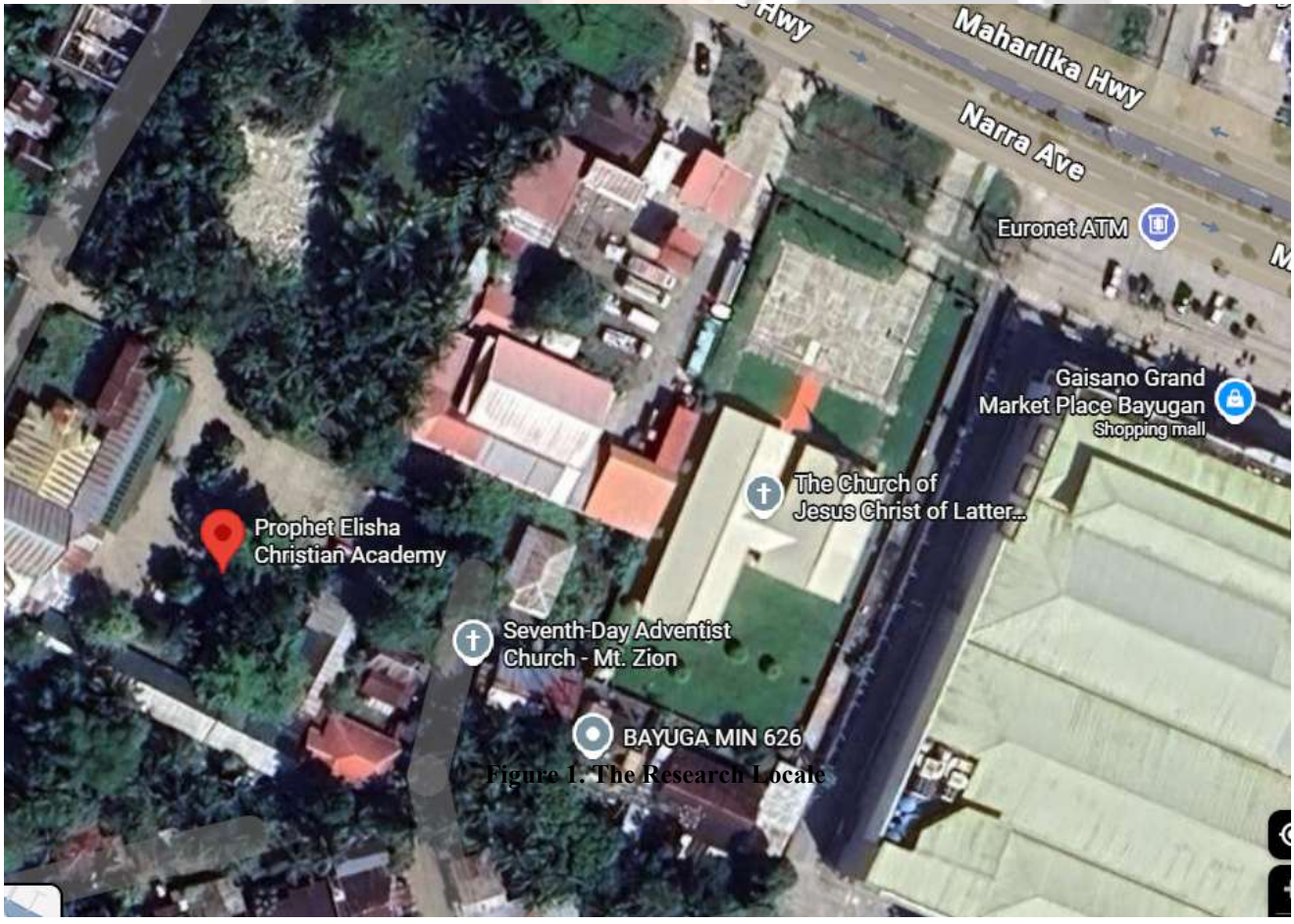

Figure 1. The Research Locale

Research Respondents

The respondents of this study will consist of the employees of Prophet Elisha Christian Academy (PECA), including both teaching and non-teaching staff. This group was chosen because they are directly involved in the academy's operations, and their perceptions of motivation, organizational factors, and job performance satisfaction are crucial for understanding the overall effectiveness and work environment of the institution. Teachers, administrative personnel, and support staff collectively contribute to the school's goals, making their experiences and insights valuable for assessing the impact of motivational and organizational practices on job satisfaction.

The study will include employees who have at least six months of tenure at PECA, ensuring that respondents have sufficient experience and familiarity with the school's work environment, policies, and management practices. Both male and female employees across different age groups and positions will be included to provide a comprehensive understanding of employee satisfaction and performance dynamics.

A total enumeration or purposive sampling method may be employed depending on the size of the workforce, aiming to gather responses from all eligible employees or a representative sample. This approach ensures that the study captures a diverse range of perspectives while maintaining the reliability and validity of the data. By focusing on the employees directly engaged in the daily operations of PECA, the research can accurately identify the motivational and organizational factors that influence job performance satisfaction, providing actionable insights for improving employee engagement, productivity, and retention.

Research Instrument

The primary instrument for this study will be a structured questionnaire designed to gather quantitative data on employees' perceptions of motivational factors, organizational factors, and job performance satisfaction at Prophet Elisha Christian Academy (PECA). The questionnaire is considered appropriate because it allows for systematic collection of data from multiple respondents, facilitates easy analysis, and ensures consistency in measuring the key variables of the study.

The questionnaire will be divided into four main sections:

Demographic Profile – This section will collect basic information about the respondents, including age, gender, position, length of service, and employment type. This information will help contextualize the findings and determine whether demographic factors influence perceptions of motivation, organizational practices, and job satisfaction.

Motivational Factors – Items in this section will assess intrinsic and extrinsic motivators such as recognition, rewards, opportunities for professional growth, and personal achievement. Respondents will indicate their level of agreement using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

Organizational Factors – This section will evaluate organizational elements such as leadership style, organizational culture, communication, work environment, and institutional support. Again, a 5-point Likert scale will be used to measure employees' perceptions.

Job Performance Satisfaction – This section will measure employees' satisfaction with their roles, responsibilities, and overall job performance, including fulfillment, recognition, and the ability to achieve work goals. Respondents will rate their level of satisfaction using the 5-point Likert scale.

The questionnaire will be validated through expert review to ensure content validity and pre-tested on a small group of employees outside the main sample to check for clarity, reliability, and consistency of responses. Data collected from the instrument will be analyzed using descriptive and inferential statistics, including mean scores, Pearson correlation, and regression analysis, to determine the relationships between motivational and organizational factors and job performance satisfaction.

This instrument is suitable for the study because it quantitatively captures employees' perceptions, facilitates statistical analysis, and provides actionable insights for school administrators to improve motivation, organizational practices, and job satisfaction at PECA.

Data Gathering Procedure

The data for this study will be collected from the employees of Prophet Elisha Christian Academy (PECA) using a structured questionnaire. Prior to the distribution of the instrument, the researcher will seek permission from the school administration to conduct the study, ensuring that all ethical considerations, including informed consent and confidentiality, are observed. The purpose of the study will be clearly explained to the respondents, emphasizing that participation is voluntary and that all responses will be treated with strict confidentiality.

Once permission is granted, the questionnaires will be distributed to all selected respondents either in hard copy or through an online survey platform (depending on feasibility and convenience). The respondents will be given sufficient time, typically one to two weeks, to complete the questionnaire at their own pace. The researcher will also provide guidance on how to answer the items accurately and will be available to clarify any questions regarding the content of the questionnaire.

After collecting the completed questionnaires, the researcher will organize and code the data for analysis. Descriptive statistics such as frequency, percentage, and mean will be used to summarize demographic profiles and respondents' ratings of motivational and organizational factors. Inferential statistics, including Pearson correlation and regression analysis, will be employed to examine the relationships between motivational and organizational factors and job performance satisfaction. The data will then be interpreted to identify significant patterns and insights that can inform policies and interventions aimed at enhancing employee satisfaction and performance at PECA.

This procedure ensures that the data collected is systematic, reliable, and valid, providing a strong basis for drawing conclusions about the influence of motivational and organizational factors on job performance satisfaction among PECA employees.

Ethical Consideration

This study will uphold the highest ethical standards to ensure the rights, privacy, and well-being of all participants are protected. First, informed consent will be obtained from all respondents prior to participation. They will be fully informed about the purpose, scope, and significance of the study, as well as the voluntary nature of their participation. Participants will be given the option to withdraw at any point without any negative consequences, ensuring their autonomy and freedom of choice are respected.

Second, confidentiality and anonymity will be strictly maintained. Respondents' personal information and responses will be kept private and used solely for the purpose of this research. Data will be coded and analyzed collectively to prevent identification of individual participants, ensuring that sensitive information is not disclosed.

Third, the study will avoid any form of coercion, manipulation, or undue influence, ensuring that participation is based purely on willingness. The researcher will also provide a clear explanation of how the findings will be used and will ensure that the study does not pose any physical, emotional, or psychological risk to participants.

Finally, the researcher will adhere to academic integrity and ethical reporting by accurately presenting data, citing all sources properly, and avoiding plagiarism. By observing these ethical considerations, the study ensures that it respects participants' rights and contributes to credible and responsible research outcomes while maintaining trust and transparency with all stakeholders involved at Prophet Elisha Christian Academy (PECA).

Data Analysis

The data collected from the structured questionnaires will be analyzed using quantitative statistical methods to address the research objectives and questions of the study on job performance satisfaction among employees at Prophet Elisha Christian Academy (PECA). The analysis will follow a systematic approach to ensure accuracy, reliability, and meaningful interpretation of the results.

First, descriptive statistics will be used to summarize the demographic profile of the respondents, including age, gender, position, and length of service. Measures such as frequency, percentage, mean, and standard deviation will also be applied to determine the levels of motivational factors, organizational factors, and job performance satisfaction among employees. These descriptive measures provide an overall picture of how respondents perceive each variable and identify trends within the data.

Second, inferential statistics will be employed to examine the relationships and influence between variables. Specifically, Pearson correlation coefficient will be used to determine the strength and direction of the relationship between motivational factors, organizational factors, and job performance satisfaction. Additionally, multiple regression analysis will be conducted to identify which factors most significantly predict job performance satisfaction and to quantify their relative contribution. This allows the researcher to determine whether motivational and organizational factors collectively or individually influence employee satisfaction and performance outcomes.

Finally, the analyzed data will be interpreted in relation to the study's objectives and research questions, comparing findings with existing literature and theoretical frameworks. This process will provide evidence-based insights into how motivational and organizational factors affect job performance satisfaction at PECA and will help

identify practical recommendations for improving employee motivation, organizational practices, and overall performance within the academy.

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Section A: Demographic Profile

Please tick or write your response:

1. Age: ___

2. Gender: ☐ Male ☐ Female
3. Position: _____
4. Length of Service at PECA: ☐ Less than 1 year ☐ 1–3 years ☐ 4–6 years ☐ More than 6 years
5. Employment Type: ☐ Teaching Staff ☐ Non-Teaching Staff

Section B: Motivational Factors

Statement	1	2	3	4	5
I feel motivated to perform my job because of recognition from my supervisor.	☐	☐	☐	☐	☐
Opportunities for professional growth enhance my motivation at work.	☐	☐	☐	☐	☐
Monetary rewards and benefits motivate me to perform better.	☐	☐	☐	☐	☐
I am motivated by the chance to achieve personal and professional goals.	☐	☐	☐	☐	☐
My job provides me with intrinsic satisfaction.	☐	☐	☐	☐	☐

Section C: Organizational Factors

Statement	1	2	3	4	5
The leadership style at PECA supports and motivates employees.	☐	☐	☐	☐	☐
The work environment is conducive to effective performance.	☐	☐	☐	☐	☐
Communication within the organization is clear and effective.	☐	☐	☐	☐	☐
Organizational culture promotes teamwork and collaboration.	☐	☐	☐	☐	☐
Institutional support (resources, guidance, training) helps me perform better.	☐	☐	☐	☐	☐

Section D: Job Performance Satisfaction

Statement	1	2	3	4	5
I am satisfied with my overall job performance at PECA.	☐	☐	☐	☐	☐
My work allows me to achieve my professional goals.	☐	☐	☐	☐	☐
I receive adequate recognition for my contributions.	☐	☐	☐	☐	☐
I feel motivated and satisfied with my role and responsibilities.	☐	☐	☐	☐	☐

I am satisfied with the balance between my work and personal life.	☐	☐	☐	☐	☐