

The Correlation between Job Attitude and Employee Job Performance for Strategic Retention: A Moderating Motivating Factors

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Abstract— This study addresses the relationship between job attitudes and employee performance in the manufacturing sector, focusing on job satisfaction, organizational commitment, and job involvement which are highly relevant to manufacturing companies. Using a descriptive-correlation method, data from 429 respondents, including rank-and-file employees and managers, were analyzed. The findings highlight a predominantly young, male, and highly educated workforce with high levels of job satisfaction and commitment. Regression analysis shows that job attitudes and motivating factors significantly influence performance, with motivating factors having a slightly greater impact. The study emphasizes the importance of a positive work environment, professional growth opportunities, and employee recognition to enhance performance and retention. The proposed retention strategy includes robust recruitment, competitive compensation, and comprehensive career development practices. Prioritizing employee well-being and fostering a supportive organizational culture is key to improving job attitudes, boosting performance, and ensuring long-term success. This research provides practical implications for HR practitioners and manufacturing leaders through targeted job attitude improvements to develop effective strategies for employee retention and organizational excellence.

Keywords— Job Attitude, Employee Job Performance, Strategic Retention

INTRODUCTION

In the speed world of the competitive manufacturing industry, it is the capabilities and attitudes of the workforce that keep and propel organizations toward success. The employees have to keep abreast of the latest industry advancements and have to value their role at work to drive efficiency and effectiveness. Most probably, dissatisfaction with salary, work environment, and management dynamics are the major reasons for employees leaving. In the Philippines, the manufacturing sector held a negative labor turnover rate of -3.8% (Philippine Statistics Authority, 2021), indicating a shrinking workforce, hence compelling the organizations to work more towards developing job satisfaction, organizational commitment, and job involvement to be able to deliver better performance and a decrease in turnover.

Although there has been extensive research on job performance in manufacturing, little work examines the mediating impact of motivating constructs on job attitudes. Researchers have investigated individual constructs like job satisfaction (Garcia et al., 2020), commitment (Pakpahan et al., 2021), and involvement but few studies set causal relationships or suggest practical recommendations. This research bridges the gap by evaluating the demographic makeup, job attitude and performance levels, and the effects of motivating factors like recognition, achievement, training, and responsibility. It seeks to suggest a strategic retention model suited for Philippine manufacturing companies, where -3.8% labor turnover rate (Philippine Statistics Authority, 2021) points to the imperative for pragmatic solutions.

This paper aims to understand the employee job

attitude-job performance relationship with special emphasis on how elements of job satisfaction, organizational commitment, and job involvement contribute toward to quality, efficiency, and innovation in the manufacturing sector. It therefore presents research addressing gaps left in this extant literature mediating variable gap and the lack of targeted interventions an empirical attempt to provide insights useful for developing retention strategies in manufacturing firms and enhancing organizational success.

A. Theoretical Framework

This research founded its base on the Expectancy Theory of Motivation, which explains just how a person's job attitudes affect his or her performance. The Expectancy Theory postulates that individuals select behavior based on their perceived belief that said behavior will produce desired outcomes. In essence, the theory is built around three main elements: expectancy, instrumentality, and valence. Expectancy refers to the perception that hard work leads to good performance, instrumentality is the belief that good performance will bring rewards, and valence refers to the value placed on those rewards (Fang, 2023).



Figure 1 Theoretical Framework

As shown in Figure 1, performance is said to be influenced positively in the sense that workers would work harder in anticipation of better performance and tangible re-

wards resulting from their work. Job attitudes and motivating factors are interdependent, while employee job performance is dependent with the two, which means that understanding the relationship between the three will aid manufacturing organizations in making informed decisions that may enhance workforce management, extension, and increase productivity.

B. Conceptual Framework

This paper, utilize the IV-DV paradigm, studies the relationship between motivating factors that interact with job attitudes to affect an employee’s job performance as the dependent variable. The dependent variables include job attitude like job satisfaction, organizational commitment, and job involvement and motivating factor involving achievement, recognition, and training that affects job attitudes as well as performance.

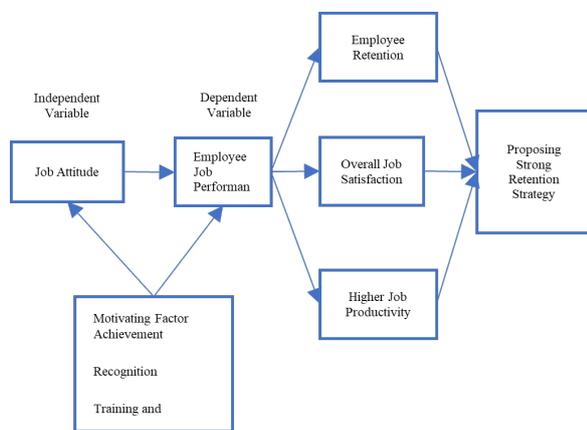


Figure 2 Conceptual Framework

As shown in figure 2, understanding how attitudes, motivation, and performance interplay within an organization can help the manufacturing organizations retain employees because motives are the drivers of employee performance, they may be improved by recognition, trainings, and opportunities for autonomy and even work environment can have a positive impact on employee’s retention (Wei et al., 2022). Organizations will motivate, enhance performance, and retain talent if there are explicit performance expectations, meaningful rewards, and a supportive work environment.

C. Statement of the Problem

The problem addressed in this study will provide valuable insights into the relationship between job attitude and employee job performance in the manufacturing industry. Specifically, this study shall attempt to answer the following research questions:

1. What is the demographic profile of the respondents in terms of:
 - 1.1 age
 - 1.2 gender, and;
 - 1.3 educational attainment?

2. What is the level of perception of job attitude of the respondents in terms of:
 - 2.1 job satisfaction
 - 2.2 organizational commitment, and;
 - 2.3 job involvement?
3. How may employee job performance be described in terms of:
 - 3.1 quality,
 - 3.2 efficiency
 - 3.3 productivity, and;
 - 3.4 innovation?
4. How do the following motivating factors influence the job attitude and job performance as perceived by respondents in terms of:
 - 4.1 achievement,
 - 4.2 recognition,
 - 4.3 training and development, and;
 - 4.4 responsibility?
5. Is there a significant impact of motivating factors on job Attitude and Employee Job Performance?
6. Is there a significant relationship between job attitude and employee job performance in the manufacturing industry?
7. What retention strategies model can be proposed as a result of the study to improve retention strategy and address the problem?

D. Hypothesis

This study tested the following hypotheses:

- H_{01} : There is no significant impact of motivating factors on the job attitudes to the employee job performance.
- H_{02} : There is no significant relationship between job attitude and employee job performance in the manufacturing industry.

LITERATURE REVIEW

A. Demographic Profile

Various studies have been conducted in order to investigate several dynamics that characterize manufacturing employees and considerable effects of demographic factors. According to Amegayibor (2021), age, education, and tenure considerably affect employee performance, absenteeism, and productivity in owner-manager manufacturing firms. In the Philippine context, Piatos et al. (2021) found that higher educational attainment and job satisfaction are very essential factors in reducing turnover intentions among manufacturing employees.

Wei et al. (2020) demonstrated that the improvement in employee welfare is accompanied by the improvement of innovation performance-in this case, for example, the quality of innovation results. Similarly, socio-economic factors among manufacturing workers in Cavite and Laguna are examined in terms of some demographic characteristics, such as educational attainment, income, and religion, of Dalugdog et al. (2022).

B. Perception of Job Attitude

Earlier, it was defined as an employee's judgment regarding his or her job, including job involvement, organizational commitment, and job satisfaction. Presently, it is viewed as work-life balance, job security, and a feeling of job fulfillment while working. As opined by Smith et al. (2017), the overall evaluation by an employee about the workplace to stay at the job performance is due to satisfaction, engagement, and commitment. In fact, studies agree that an unfavourable work environment is a reality that pushes out employees from organizations, which impacts their career development (Sunarno et al., 2022).

There is more research which supports the existence of a positive link between job attitude and performance. Leadership behavior, job satisfaction, and motivation positively affect performance in industries (Cabrera & Estacio, 2022; Debela et al., 2020). However, other research holds that the link between job satisfaction and performance is very weak (Wang & Machamp, 2019); on the contrary, meta-analysis testifies to the positive link existing between job satisfaction, engagement, and performance (U & Tankachan, 2021). The servant and transformational type of leadership plays an important role in forming job attitudes, work behaviors, and goal achievements, which in turn influence job performance (Steinmann et al., 2018; Widayastuti, 2022). The strict relationship of the job attitude relates with more career advancement opportunities. With the positive attitudes, promotion, and improved performance levels come (Abdalkrim & Elhalim, 2016; Rodriguez et al., 2024).

C. Job Satisfaction

Job satisfaction is defined as the greatest feeling of contentment with regard to one's work, prescribes a positive attitude toward one's job (Garcia et al., 2020). Satisfied employees are more committed, loyal, and productive and less likely to be absent or leave the organization (Rajni, 2022). Dissatisfaction, on the other hand, triggers higher turnover if the issues are not resolved. Job environment also has much to do with the level of satisfaction from the job, because many studies show that a positive work environment boosts satisfaction and the employees' performances too (Dhamjia et al., 2019; Fitriani et al., 2022).

The motivating factor for men and women is different at workplaces. These differences may lower overtime though (Andrade et al., 2019; Jasmineen et al., 2019). Payment and reward schemes are significant aspects as high wages and proper rewards enhance satisfaction (Nguyen & Tran, 2021). The remaining factors like workload, coworker relations, treatment by the manager, and working schedule are also likely to degrade the satisfaction level (Yien & Weng, 2020). Leadership style is a significant issue because the employment-oriented leadership, in turn, would enhance the job satisfaction of an employee (Nasution et al., 2023).

D. Organizational Commitment

Organizational commitment represents the engagement of an employee who, emotionally attached and "owns" the companies that hire him, is effectively the main driver of

motivation and engagement at work. This psychological connection plays a highly significant role in upgrading job performance because it increases job satisfaction, productivity, and overall organizational success (Pakpahan et al., 2021; Shehu, 2018). Employees who are highly aligned to organisational values will build strong work attributes, such as excellent skills and effort in their work (Suharto & Hendri, 2019). On the other hand, entrepreneurial orientation does not lead to employee performance directly (Soomro & Shah, 2019).

High commitment amongst employees was shown to be accompanied by outcomes like productivity, job satisfaction, work-life balance, and turnover decreases; there is also a result of high employee commitment being indicated by declines in turnover (Djawoto et al., 2022; Leah et al., 2021). Organisational commitment forms an essential determinant in the upgrading of the job performance of an employee, and such commitments can be offered by the companies through incentives for loyalty, regular proper training, and linking employee goals with those of the organization (Bangun et al., 2022; Parida et al., 2023). Transformational leadership indeed boosts organisational commitment but with limited mediation effect on performance based on leadership (Ausat et al., 2022). It catalyzes commitment and job satisfaction as well, which is effective human resource management.

E. Job Involvement

Job involvement, or job participation, refers to the extent of involvement and self-esteem that an individual derives from work. Such active participation tends to increase productivity and organizational performance, thereby affecting dimensions such as profitability and customer satisfaction (Gyawali, 2017; Muriithi et al., 2019). Job involvement develops the sense of responsibility of employees in manufacturing, along with improving the work quality and skills associated with jobs (Abraham, 2018).

The studies also demonstrate that job involvement is associated with innovative behaviors and further strengthened through career commitment (Huang et al., 2019). An organization that is focused on learning tends to have job involvement and then leads to increase job satisfaction as well (Varshney, 2019). Further, the impact of job involvement is also found to be varying context by context. It decreases job pressure and increases satisfaction although it doesn't always serve as a mediator in the relationship between skills and performance (Jaegal et al., 2019; Purba et al., 2021). However, despite the positive impacts of job involvement, it can exert a negative impact on the use of skills and does not always add to job satisfaction in some scenarios (Ogbeibu et al., 2020).

F. Employee Job Performance Overview

Employee job performance is one of the most important factors of organizations concerning the achievement of goals and objectives but not only these, their performance also determines their loyalty level towards the organization (Dewi et al., 2021). That is the level to which an employee

contributes towards organizational goals; therefore, performance is influenced by the quality of human resources, and the human resource impacts the employee's loyalty to the organization (Darmawan et al., 2020; Hsin & Ming, 2021). Thus, effective evaluation and appraisal are therefore significant keys to enhancing their performances. Indeed, job satisfaction, leadership styles, and compensation are the critical variables that will play a central role in triggering this process (Akter & Alam, 2016; Masyaryono et al., 2021).

Great performers have to be retained in a competitive manufacturing industry since productivity and quality are normally higher on the part of satisfied employees. Motivation, work-life balance, and psychological well-being are the other good factors contributing to job performance because psychological well-being is related with the balancing effect of work-life balance on performance (Haider et al., 2018). Therefore, high employee performance and retention, which result in the success and competitiveness of an organization, have to be managed efficiently by taking into consideration these factors of motivation, work-life balance, and psychological well-being.

G. *Quality of Job*

Quality in job performance is very essential to a firm's success because better employees who do quality work contribute directly to productivity and profitability. There is a significant relationship between job attitude and employee performance, especially among manufacturing workers. The factors that relate to the performance of jobs are education attainment, training, work ethic, motivation, and the physical and mental well-being of the employees themselves (Nuryanti et al., 2021).

Supportive factors include the work environment, employee welfare, and external factors such as government policies and industrial relation. All these factors contribute to performance. Job quality has been considered necessary in promoting the positive consequences of employees, and hence organizations must focus on human resource requirements to enhance the quality of service and performance (Humphries et al., 2019; Wadi'ah et al., 2021).

H. *Efficiency*

Efficiency is the efficiency with which a worker performs jobs: effectively, to an adequate degree of accuracy, and with least possible use of resources. It is therefore vital for the manufacturing sector. Job performance contributes, directly, to the profitability of an organization and service quality (Najar, 2020; Saraih et al., 2018). Job security is essential in building efficiency and enhancing rate of retention especially for newer generations of employees (Wang et al., 2021).

In generally, efficiency is measured as a ratio of outcomes achieved to costs incurred, but it will not be limited to profitability; it is also correlated with customer service, especially in high-contact services such as healthcare (Yavna, 2023). Employees who display high efficiency are more likely to deliver superior service experiences both for the organization and its customers.

I. *Productivity*

Productivity refers to the effectiveness and efficiency through which employees or teams can complete work, and is one of the most widely applied success factors in measuring the performance of any organization across varied industries (Owolabi & Adeosun, 2021). Factors that improve productivity include job satisfaction, compensations, working conditions, good relationships with fellow colleagues, and leadership (Tung et al., 2019). Studies on the manufacturing industry show that a good workplace has a direct impact on job satisfaction and productivity, while unhealthy ones lead to adverse behaviors such as absence and disobedience (Radwan & Zhu, 2017; Yusuf et al., 2016).

Productivity by employees requires a proper mixture of skills, knowledge, and experience, often acquired through the guidance of seniors (Esione & Okeke, 2019). An enjoyable and healthful working place creates productivity while the behavior of unethical management practice decreases productivity (Channarika & Serey, 2024; Udofot et al., 2023). Hence, designing a positive working environment with healthy relationships with subordinates is vital for adding value to productivity.

J. *Innovation*

Innovation means that employees are able to carry out creative activity and to propose any improvement on standard processes. In its emergence, such behavior appears under the influence of an intrinsic and extrinsic motivation toward the employees, along with efficient use and acquisition of knowledge. Today, most organizations realize that innovation in their employees is the way to competition since the process of innovation development influences the performance of the organization directly (Zhang, 2022). In this respect, it will be particularly important for employee engagement in order to foster innovative behavior because such employees tend to seek ways of improving the outcomes of the organization. In the manufacturing industry, in terms of job attitude, there is also a huge aspect exerted on the capacity of innovation of the employee because it puts forward a position to job performance.

K. *Relationship of Job Attitude and Employee Job Performance*

The job attitude and its performance has been widely studied by many researchers with mixed results. While some findings confirm that there is a positive relationship between job satisfaction and performance, saying that satisfied employees are good performers (Rahim et al., 2022), others postulate other influences on performance that may include motivation or organizational commitment (Tworek, 2023). Job satisfaction does high-performance improvement, but it is hampered by job stress and overload (Suhail & Aziz, 2022). Even job involvement and proper governance within an organization boost performance. However, a feeling of belonging essentially drives organizational commitment, that fosters an emotional attachment (Mohammadi, 2018; Sacramento, 2023).

The research has found out that most of the upgrading

towards job performance is achieved by job satisfaction, involvement, and commitment to the organization (Kucuk & Bridan, 2021). Good working conditions, fair compensation, job security, and a collaborative atmosphere further upgrade performance (Fatawu et al., 2020). Positive attitudinal employees contribute to better performance and also prepare oneself for upward mobility (Rodriguez et al., 2024).

L. Influence of Motivating Factors

Work performance is driven by proper motivation; recognition, rewards for achievements, engaging work and a culture that supports workers are crucial to enhance performance (Abebe, 2022; Dewi & Sukarno, 2021). A decline in performance levels should be avoided as much as possible and at the same time maximize long-term productivity by maintaining high performance if the organization is to offer career growth and competitive remuneration (Leman & Gustomo, 2023). Moreover, organizational performance depends much on the quality of supervision. Besides aspects of motivation offered by work environment like job security, fair compensation and performance-based rewards, it is huge matter about it according to Chmielewska et al. (2020) and Rahaman et al. (2020).

Motivated employees work more productively, have less turnover, and play a larger role in organizational success (Appelbaum et al., 2018). Understanding motivational factors and their manner of implementation becomes important for the development of effective retention strategies and the long-run success of an organization (Ganta, 2014). An organization can achieve such a fit workforce and maintain them satisfied.

M. Achievement

The high performance of employee jobs would be ideal for organizational success. Studies have shown that achievement motivation plays a major role in the nexus of job attitude-performance, Mutiara and Nurhayati (2023) assert that managing achievement motivation sets knowledge-sharing and engaging workforce environments that boost employee performance. Individuals who are high in motivation to achieve are good in performance; achievement can only be realized when IQ, EQ, and SQ converge by particularly (Kusumah & Sulistyandari, 2024; Solfema et al., 2020).

Achievement motivation is the push from employees to their goal in addition to boosting job performance as postulated by Chang et al. (2022). Based on job satisfaction, positive job attitudes also positively affect a high level of motivation, engagement, and productivity (Debela et al., 2020; Khan et al., 2022). It has been reported that supervisor and coworker support plays a crucial role in determining the performance of jobs by sharing knowledge and striving for achievement. Organizations maintain sustained success only through achievement motivation, satisfaction for jobs, and proper retention measures. These are important factors that influence employee efficiency and development in the organization (Al-Suraihi et al., 2021).

N. Recognition

Employee recognition is a formal or informal of an element in contemporary employee retention policies. More likely to remain with the organization and improve their job satisfaction and commitment to when they feel valued for their contributions (Johari et al., 2013; Rathore & Chouhan, 2021). Recognition not only motivates employees but also encourages a positive attitude to work and enhanced performance (Hussain et al., 2019). The regular acknowledgment of achievements will give someone a good feeling and can also influence more productivity and involvement in different activities (Amin, 2018).

Recognition and reward systems at an organizational level tend to reduce the intentions of turnover; thus, a friendly and productive work environment results in the retention of productive employees in the organization (Khan & Qadir, 2016). Rewards programs, including promotions and pay, are considered to be an important source of job satisfaction and motivation for employees (Asaari et al., 2019; Tumi et al., 2022).

Finally, ensuring that workers experience fair treatment is also an important factor in developing a motivated and satisfied labor force that results in the performance of the organization (Gorde, 2019).

O. Training and Development

Training and development are practices that empowering employee to have the skills and knowledge to serve as leaders in enhancing job performance within the organization. The businesses invest in these activities to improve performance and employees' motivation (Ketabchi & Vallès, 2018; Ozkeser, 2019). Besides boosting their skill, training and development also imply that the organization is devoted to furthering the employees' improvement, which will work towards enhancing retention, job satisfaction, and engagement (Hashem et al., 2022).

Employees are aligned to the organizations' goals through consistent training that impacts motivation and performance efficiency (Afroz, 2021; Niati et al., 2021). Career planning and training in an organization have more impacts on employee involvement and performance (Pradhan & Shrestha, 2022). Training in an organization may be seen to offer recognition, career development, and competitive remuneration to the employees; therefore, this reduces the rates of employee turn-over and builds a loyal workforce, though some challenges such as resource constraint and management support may emerge (Andrews & Mohammed, 2020; Halawi & Haydar, 2018).

P. Strategic Retention

Strategic retention revolves around planned management efforts toward the reduction of turnover, attrition, and improvement of employee retention. For an organization to be effective, a comprehensive human resource management approach is required (Abdullaev, 2023). Employees tend to stay with an organization when it is actively involved in efforts toward retention (Niazi et al., 2023). The SHRM, backed with selection through a proper and rigorous recruit-

ment process, sufficient compensation as compared to other firms, as well as developmental opportunities, also helps retain the talent (Ogedengbe et al., 2024).

Some of the key factors that influence retention are recruitment, remuneration, and career management practices. Effective communication, job security, and strong talent management also enhance the retention level. The same is reflected by authors like Prasetyo et al. (2022), as well as Adderley and Xiongying (2021). Motivation is also essential and will be determined through training, rewards, and recognition to retain quality employees. Skilled employees need to be retained in an organization for the advancement of that organization; therefore, there must be a retention plan that is clearly defined and implemented.

METHODOLOGY

This study was used descriptive-correlational research. Descriptive research describes the characteristics of a population or phenomenon by focusing solely on the current situation, not explaining why it exists. It is frequently applied in observational studies, surveys, and case studies with the aim of gathering information without changing the variables such as demographics, behaviors, attitudes, and opinions (Ghanad, 2023).

The correlational design tried to examine the relationship between variables, hence deducing the relationship in which one variable will change as the other changes. It queried and researched the scope where two or more variables were correlated in an attempt to ascertain whether and how those variables were correlated (Ghanad, 2023). No variable was manipulated; instead, it was only measured to see how they are interrelated.

A. Participants

This population for the study comprised 429 employees of a manufacturing company. Yamane Formula was applied in estimating the optimal sample size with a confidence level of 95% and margin of error of 5% to ensure obtaining an adequate sample size for the measurement of continuous and categorical variables (Adam, 2020).

Purposive sampling technique was employed, where participants were selected based on a few characteristics relevant to the study instead of a random selection. The approach ensures that the data gathered goes directly with the research objectives, thereby enhancing the focus and depth of study outcomes (Andrade, 2020).

The sample included various hierarchical levels within an organization such as rank-and-file levels up to managerial positions thereby ensuring a wider and varied experience across job attitudes and strategies concerned with performance and retention. In this regard, the idea behind incorporating probational and regular employees in the study offers an overall view of job attitudes and motivation with regards to their performance impact across different roles in the organization.

B. Materials

A researcher-made survey questionnaire was the research instrument for this study where variables were tailored for every research question. This questionnaire is divided into four parts:

Part 1: Demographic profile of respondents. This consists of name, age, gender, position, educational background, and salary.

Part 2: Job attitude. This includes components that cover job satisfaction, organizational commitment, and job involvement.

Part 3: What motivates him/her. This mainly deals and analyses factors such as the achievement, recognition, training and development, and responsibility.

Part 4: Aspects that concern the performance of employees at work, quality, efficiency, productivity, and innovation.

Each part uses an average weighted mean to express responses and weigh variables. To test the reliability of the questionnaire, it went through pre-testing and the result was analyzed using Cronbach's alpha, while the content validity was analyzed using Lawshe Validity. It was refined by a small group from the target population selected randomly to get feedback regarding clarity, relevance, and appropriateness of each item. Necessary adjustments were made based on the results.

The reliability analysis of the questionnaire, using Cronbach's Alpha, indicates excellent internal consistency and reliability, with a Cronbach's Alpha value of 0.941. The Cronbach's Alpha based on standardized items is 0.946, further confirming the high correlation among the items. With 55 items, the questionnaire demonstrates robust reliability, making it a highly effective tool for data collection.

Reliability of the instrument was established by a Cronbach's Alpha of 0.941, reflecting high internal consistency (Altman & Krzywinski, 2015). This surpasses the minimum acceptable figure of 0.7 required in social science studies. Also, Lawshe's Content Validity Ratio (CVR) was used through expert judgment to validate items to be relevant and clear. Those that failed the minimum CVR score were amended or eliminated and helped to back construct validity as well as relevance of the questionnaire.

C. Procedures

In gathering data, the researcher had to send formal request letters to the Human Resources (HR) departments of selected manufacturing companies as a request secure permission regarding the distribution of questionnaires. Once the permission was secured, the researcher tasked the HR departments with the responsibility of helping to distribute physical questionnaires or making use of an online source when appropriate. Instructive guidelines were given for full transparency and comprehension by the respondent.

Systematic collection was ensured for completed questionnaires. Furthermore, the data was properly encoded in a digital form. Moreover, the response was coded to ensure anonymity. There was further utilization of correlation analysis to have an idea about how well the relationships



exist between job attitudes and the performance of the employees. Ethical standards were further taken throughout the process as regards confidentiality integrity.

Employing different statistical tools like frequency for the demographic profile, weighted mean for the assessment of the respondents per variables, spearman rho for testing the relationship of independent and dependent variables, regression analysis for analyzing the impact of moderators which is the motivating factors, and Structural Equation Model (SEM) for modeling of the proposed retention strategy.

Table 1 Satisfaction Scale

Score	Mean	Verbal Interpretation
4	3.26–4.00	Very Satisfied (VS)
3	2.51–3.25	Satisfied (S)
2	1.76–2.50	Dissatisfied (D)
1	1.00–1.75	Strongly Dissatisfied (SD)

Table 2 Performance Scale

Score	Mean	Verbal Interpretation
4	3.26–4.00	Very Good (VG)
3	2.51–3.25	Good (G)
2	1.76–2.50	Poor (P)
1	1.00–1.75	Very Poor (VP)

Table 3 Agreement Scale

Score	Mean	Verbal Interpretation
4	3.26–4.00	Strongly Agree (SA)
3	2.51–3.25	Agree (A)
2	1.76–2.50	Disagree (D)
1	1.00–1.75	Strongly Disagree (SD)

RESULTS AND DISCUSSION

This part contains a detailed presentation and discussion of data analysis and the results of this study. The results are presented under the following: demographic profile, job attitudes, employee job performance, motivating factors, impact of motivating factors on job attitudes and employee job performance, and the relationship between job attitudes and employee job performance.

A. The Demographics Profile of the Respondents

The age distribution by the 429 respondents indicates the population is mostly comprised of early to mid-career workforce at 75.1% in the age range of 26-32 while 22.1% fell in the age range 33-39. This is in relation to findings by Amegayibor (2021) that age is one significant influence on performance and absenteeism at manufacturing

Table 4 Reliability Pre-Test of the Questionnaires Using Cronbach’s Alpha

Cronbach’s Alpha	Cronbach’s Alpha Based on Standardized Items	N of Items
.941	.946	55

Legend: Below 0.5 – *Unacceptable*, 0.5 to 0.6 – *Poor*, 0.6 to 0.7 – *Questionable*, 0.7 to 0.8 – *Acceptable*, 0.8 to 0.9 – *Good*, and Above 0.9 – *Excellent*

firms. According to gender, the workforce was predominantly male at 76.9% indicative of the usual gender composition of the manufacturing sector. This imbalance calls for gender-specific strategies to enhance job satisfaction and performance, as postulated by Piatos et al. (2021), mainly in a male-oriented environment.

Table 5 Demographic Profile

Age	N	Percentage
18-25 years old	10	2.3%
26-32 years old	322	75.1%
33-39 years old	95	22.1%
40-46 years old	2	0.5%
Total	429	100.0%
Gender	N	Percentage
Female	99	23.1%
Male	330	76.9%
Total	429	100.0%
Educational Attainment	N	Percentage
College Graduate	388	90.4%
Vocational	41	9.6%
Total	429	100.0%

In educational attainment, 90.4% of the respondents are college graduates, which means the workforce is well educated. This positive aspect of education ensures a high education level, which supports other results indicated by Piatos et al. (2021), showing that education has a positive effect on job satisfaction and minimizes turnover. According to Dalugdog et al. (2022), proving that retention and motivational strategies must be tailored to consider the masculinity of the workforce and the high educational level for maximum performance and retention in manufacturing companies.

B. The Level of Perception of Job Attitude and Respondents

The table 6 shows that the employees have high job satisfaction, organizational commitment, and job involvement have an organizational factors with a greater influence on job performance and the success of an organization. The job is satisfaction by work-life balance with a mean of 3.8858



Table 6 Level of Perception of Job Attitude

Job Satisfaction			
Indicators	SD	Mean	Verbal Interpretation
1. I am satisfied with the nature of my work.	0.44055	3.7739	Very Satisfied
2. The work I perform meets or exceeds my manager's expectations for job satisfaction	0.41816	3.7832	Very Satisfied
3. I feel contented with the balance between my job duties and my personal life	0.31845	3.8858	Very Satisfied
4. I am satisfied with the work environment and facilities provided	0.29111	3.9068	Very Satisfied
5. I am satisfied with the level of support I receive from management	0.32292	3.8881	Very Satisfied
AVERAGE		3.8476	Very Satisfied
Organizational Commitment			
Indicators	SD	Mean	Verbal Interpretation
1. I am committed to the goals and values of my organization.	0.23454	3.9417	Very Satisfied
2. I feel a strong sense of loyalty to my organization	0.27045	3.9207	Very Satisfied
3. I see myself working with the organization for a long time	0.36796	3.8718	Very Satisfied
4. I participate and contribute to company events and initiatives	0.47427	3.7599	Very Satisfied
5. I am willing to put in extra effort for the organization's benefit	0.4022	3.8275	Very Satisfied
AVERAGE		3.8643	Very Satisfied
Job Involvement			
Indicators	SD	Mean	Verbal Interpretation
1. I am committed to the goals and values of my organization.	0.23454	3.9417	Very Satisfied
2. I feel a strong sense of loyalty to my organization	0.27045	3.9207	Very Satisfied
3. I see myself working with the organization for a long time	0.36796	3.8718	Very Satisfied
4. I participate and contribute to company events and initiatives	0.47427	3.7599	Very Satisfied
5. I am willing to put in extra effort for the organization's benefit	0.4022	3.8275	Very Satisfied
AVERAGE		3.8643	Very Satisfied

Legend: "1.00-1.75 – *Strongly Dissatisfied*", "1.76-2.50 – *Dissatisfied*", "2.51-3.25 – *Satisfied*", "3.26-4.00 – *Very Satisfied*"

and the work environment with a mean of 3.9068. It can be deduced that employees are satisfied with their jobs and the management supporting them (Garcia et al., 2020; Syamala, 2023). Higher job satisfaction will lead to more engagement, less turnover, and a higher commitment towards organizational goals (Nguyen & Tran, 2021; Rajni, 2022).

Organizational commitment also featured highly, with employees heavily aligned with company values with a mean of 3.9417 and having a high intention to stay with the organisation with a mean score of 3.8718. The deep emotional bond of such commitment increases productivity and performance, promotes loyalty, and decreases recruitment costs (Pakpahan et al., 2021; Shehu, 2018). Transformational leadership and effective HR practices, therefore, play significant roles in fortifying this commitment (Ausat et al., 2022).

The job involvement gets an average score of 3.8555, thus reaffirming that employees are attached to their jobs, along with a personal attachment towards the work with deep involvement in it (Gyawali, 2017). There is a strong positive association between high job involvement and productivity, innovation, and organisational success performance outcomes (Muriithi et al., 2019). Although job involvement is a strong influencer of performance, it may not fully mediate every aspect of employee performance. Hence, always, there is always scope to manage other influencing factors that will likely affect employee performance, as suggested by Purba et al. (2021).

Therefore, the organization enjoys the benefits of all employees being maximum engaged, satisfied, and committed to their work; hence, poised for successive success and productivity. The positive culture of the workplace, as well

as supportive management practices, are essential maintaining these high levels of job satisfaction, commitment, and involvement.

C. How Employee Job Performance May Be Described

The table 7 which included in these are job quality, efficiency, productivity, and innovation. These, too, are on the list of critical aspects of organizational success and where high performance can contribute significantly towards positive outputs. Employees, for instance, always have good job quality with a mean score of 3.5450 as they work taking account of each activity and keep up standards. Recognition by immediate supervisors promotes the culture for the continuous improvement (Nuryanti et al., 2021).

Efficiency at work is as powerful with employees who meet their deadlines and constantly find ways to enhance business processes, which eventually enhances productivity and sustains a specific organization's standards (Yavna, 2023). Productivity scores, mean = 3.8308 reflect the multi-tasking capacity of the employees while they can effectively and productively carry out a range of tasks by working in a positive atmosphere, which eventually enhances team success and high output.

While the innovation flourishes in an innovative and solution-finding culture initiated by employees with innovative ideas and solutions and, therefore starts delivering improvements, keeping the organization competitive (Zhang, 2022).

Therefore, the organization has achieved these very high job quality levels, efficiency, productivity, and innovation levels that will make it successful in the long term. This



Table 7 Employee Job Performance

Quality			
Indicators	SD	Mean	Verbal Interpretation
1. I produce work that meets or exceeds quality standards.	0.49973	3.5291	Very Good
2. I pay close attention to detail in my work, ensuring high-quality outcomes.	0.50425	3.5315	Very Good
3. The quality of my work is frequently commended by peers and supervisors.	0.52808	3.5664	Very Good
4. I review and refine my work to maintain high standards.	0.51381	3.5245	Very Good
5. My work serves as model of excellence for others in the organization.	0.49516	3.5734	Very Good
AVERAGE		3.8476	Very Good
Efficiency			
Indicators	SD	Mean	Verbal Interpretation
1. I complete tasks in a timely manner, making effective use of my time and resources.	0.37815	3.8741	Very Good
2. I look for ways to improve efficiency in my work processes.	0.31122	3.9091	Very Good
3. The organization recognizes my effort.	0.30833	3.8998	Very Good
4. I prioritize tasks to maximize productivity and minimize delays.	0.3542	3.8788	Very Good
5. I demonstrate adaptability in streamlining work processes under changing conditions.	0.29111	3.9068	Very Good
AVERAGE		3.8937	Very Good
Productivity			
Indicators	SD	Mean	Verbal Interpretation
1. I meet or surpass productivity targets set by the organization.	0.43154	3.8112	Very Good
2. I manage my workload effectively, producing a high volume of work without compromising quality.	0.41845	3.8065	Very Good
3. My level of productivity is viewed as a benchmark within my team or department.	0.38831	3.8438	Very Good
4. I balance multiple tasks and projects without losing focus.	0.40608	3.8298	Very Good
5. My output contributes significantly to the team's or department's overall achievements.	0.35152	3.8625	Very Good
AVERAGE		3.8308	Very Good
Innovation			
Indicators	SD	Mean	Verbal Interpretation
1. I contribute new and innovative ideas to projects or tasks.	0.42264	3.8508	Very Good
2. I am proactive in implementing creative solutions to challenges in my work.	0.38806	3.8508	Very Good
3. The organization values my innovative approach to problem-solving and task management.	0.35669	3.8508	Very Good
4. I engage in brainstorming sessions and I am open to exploring unconventional approaches.	0.4357	3.8345	Very Good
5. My innovative efforts have led to improvements or advancements in my department or the organization.	0.36074	3.8788	Very Good
AVERAGE		3.8531	Very Good

Legend: "1.00-1.75 – Very Poor", "1.76-2.50 – Poor", "2.51-3.25 – Good", "3.26-4.00 – Very Good"

means keeping these factors at the right level and developing them as much as possible to maintain performances at the highest level and improve further.

D. How Motivating Factors Influence Job Attitude and Employee Job Performance

Organizational success is believed to be achieved through high levels of employee job performance. The employees must be aligned with the set objectives and feel the accomplishment as well with a mean of 3.8541. Empowerment and appreciation of their contributions are likely to increase motivation and performance to a great extent (Solfema et al., 2020). On-time formal or informal recognition of the efforts creates job satisfaction, loyalty, and engagement because the employees feel that there is great appreciation at hand with a mean of 3.951, and it further fosters positive behaviors, and retention as well (Rathore & Chouhan, 2021).

Training and development play a primary role in acquiring relevant competencies by employees to face promotion, and the organization strongly supports professional growth with a mean of 3.9021. This act of continuous learning and development promotes job satisfaction, performance, and retention (SUG, 2022).

Responsibility is also essential because employees have

to carry out major tasks and are trusted to take ownership in order to achieve higher performance with a mean of 3.8564. Empowerment in decision-making motivates employees for better accountability and improved output.

Therefore, it drives for high employee performance and places an organization on the right track for long-term success is strong recognition, development opportunities, and an employee sense of responsibility.

Before undergoing the regression analysis, we will test the variables for the normality test, the result of the Shapiro-Wilk normality test is not normally distributed. Therefore, apply the Spearman rho for non-parametric methods. The findings of regression analysis in Table 10 and 11 show the influence of job attitude and motivating factors on performance: indeed, both relations were found significant. In other words, the positive moderate association of attitude with the job is at Beta = 0.389, p < 0.001, while motivating factors are at Beta = 0.442, p < 0.001. This implies that motivating factors comprise aspects of recognition, growth opportunities, and a supportive work environment, factors that contribute much more to the improvement of performance than job attitude.

The results validate that motivating factors strongly enhance job attitude and performance, which means better organizational outcomes. Organizations needs an urgency of



Table 8 Influence of Motivating Factors

Achievement			
Indicators	SD	Mean	Verbal Interpretation
1. I am able to achieve significant milestones in my role.	0.35746	3.8695	Strongly Agree
2. My work contributes meaningfully to the organization's goals.	0.4066	3.7995	Strongly Agree
3. I accomplish challenging tasks successfully.	0.40204	3.8205	Strongly Agree
4. My efforts lead to tangible results within the organization.	0.32675	3.8788	Strongly Agree
5. I see a clear link between my efforts and the overall success of the team or department.	0.32744	3.9021	Strongly Agree
AVERAGE		3.8541	Strongly Agree
Training and Development			
Indicators	SD	Mean	Verbal Interpretation
1. I have access to adequate training and development opportunities to improve my skills.	0.29753	3.9021	Strongly Agree
2. The organization invests in our professional growth and learning.	0.36155	3.8718	Strongly Agree
3. The training and development programs I participate in are relevant and beneficial to my job role.	0.40255	3.7972	Strongly Agree
4. I am supported by the organization in pursuing professional development opportunities.	0.34394	3.8881	Strongly Agree
5. The training and development initiatives provided by the organization are regularly updated and aligned with industry standards.	0.35323	3.8858	Strongly Agree
AVERAGE		3.8690	Strongly Agree
Responsibility			
Indicators	SD	Mean	Verbal Interpretation
1. I am entrusted with significant responsibilities in my job role.	0.41144	3.8159	Strongly Agree
2. My responsibilities challenge me and contribute to my professional growth	0.37394	3.8462	Strongly Agree
3. The organization provides me with adequate autonomy to make decisions in my area of work.	0.44421	3.8159	Strongly Agree
4. I have a sense of ownership and accountability for the projects I am involved in.	0.29753	3.9021	Strongly Agree
5. The level of responsibility I hold is appropriate for my role and expertise	0.29753	3.9021	Strongly Agree
AVERAGE		3.8564	Strongly Agree

Legend: "1.00-1.75 – Strongly Disagree", "1.76-2.50 – Disagree", "2.51-3.25 – Agree", "3.26-4.00 – Strongly Agree"

Table 9 Normality Test (Shapiro-Wilk)

Statistic	p
0.942	<.001

Table 10 Regression Analysis

Model	R	R ²	Adjusted R ²	RMSE
M ₀	0.000	0.000	0.000	0.219
M ₁	0.751	0.564	0.562	0.145

Note: M₁ includes MOTIVATING FACTORS, JOB ATTITUDE

investment in motivational strategies such as career development and a good work culture for job satisfaction and performance. Integrated approaches that address both job attitude and motivation can actually maximize employee engagement and productivity.

E. *The Significant Relationship between Job Attitude and Employee Job Performance in the Manufacturing Industry*

Based on the Pearson correlation analysis, there is a significant positive relationship between job attitude and employee job performance. The correlation coefficient was 0.358 (p < 0.01). To some extent, this outcome of the analysis demonstrates that an increase in job attitude directly increases employee performance. So, the null hypothesis will be strongly rejected, and high associates found between job

attitude and performance in the manufacturing industry.

This outcome emphasizes the fact that positive attitudes toward work should be built by recognition, incentives, and career development. Job satisfaction, involvement, and organizational commitment have been essential factors for stronger performance outcomes. The HR strategies ought to promote an environment of support and provide growth opportunities towards optimum productivity. The connection though robust is of itself worthy of further study to trace possible causal links. However, the impact is more significant on employee performance and on the organization's success in its endeavors as a whole to improve job attitudes.

F. *The Proposed Retention Strategy Model to Improve Retention Strategy and Address the Problem*

Along with that improvement in job attitude, effective work setting, incentives, motivating factors, and recognition have to be given. Strategic retention from practical and effective HR practices enables strong recruitment, competitive remunerations, and professional development, and thereby lessens attrition for retaining talent (Abdullaev, 2023; Niazi et al., 2023).

Current HRM emphasis is on well-being and job attitudes, namely work-life balance, job security, and fulfillment, which enhance performance and loyalty (Adhikari, 2022). Good communication, job security, recognition, and leadership improve retention (Prasetyo et al., 2022).

It goes without saying that most organizations would search for engagement with workers once they design strategic retention plans in order to assist in fostering a positive work environment where employee wellbeing receives



Table 11 Regression Analysis

Model		Unstandardized	Standard Error	Standardized	T	p	Decision on H_o	Interpretation
M_0	(Intercept)	3.862	0.011	—	365.895	<.001	Reject	There is a significant impact of motivating factors on the job attitudes to the employee job performance.
M_1	(Intercept)	0.504	0.145	—	3.482	<.001		
	JOB ATTITUDE	0.421	0.048	0.377	8.802	<.001		
	MOTIVATING FACTORS	0.459	0.044	0.446	10.410	<.001		

Table 12 Spearman’s Rho Correlation

	Spearman’s rho	p	Decision on H_o	Interpretation
Job Attitude - Employee Job Performance	0.358	<.001	Reject	There is a significant relationship between job attitude and employee job performance in the manufacturing industry.

LEGEND INTERPRETATION: 0 or Below - No Relationship (NR); 0.01-0.25 - Low Relationship (LR); 0.26-0.50 - Moderate Relationship (MR); 0.51-0.75-High Relationship (HR); 0.76-0.99-Very High Relationship (VHR); 1.00 - Perfect Relationship

attention. This way, an organization can achieve long-term success and competitiveness.

The demographic profile of respondents is clear that a major part of the workforce is young, male, and well-educated. Therefore, proper retention strategies at the manufacturing industry level are quite in demand. Job satisfaction and organizational commitment result in productivity, quality, and low turnover. Employees always meet the performance expectations of the organization, and the management of time is also very effective, combined with attention to detail, and innovative thinking, putting the organization on the way to becoming sustainable.

Recognition and career development motivate people towards a more responsive job attitude and performance though regression analysis portrays that even the motivating factors influence the job attitude more than the job attitude influences it. There is a very strong positive correlation between job attitude and performance. In this case, there is an implication of a need for HR strategies to facilitate a healthy work environment, incentives to do well, and support in terms of professional growth. The proposed retention model is the action on supportive conditions along with competitive pay and opportunities for growth which is believed to increase employee engagement, retention, and overall success of the organization.

These findings highlight the need to have differentiated HR strategies that involve motivating factors such as recognition and training opportunities. For example, regular feedback and goal congruence with the organizational mission will enhance job attitudes toward work and productivity. Building a culture that focuses on employee well-being and innovation will be key to the retention of talent in a highly competitive manufacturing environment.

CONCLUSION

This research has concluded that job attitudes, influenced heavily by motivating factors, play an essential role in improving the performance of the workforce in the manufacturing sector. While job attitudes improve performance, motivating factors like recognition, career development,

and a friendly work environment have more of an impact. The overall retention strategy needs to be executed for these factors by the organizations to ensure a healthy workplace and success.

RECOMMENDATION

Findings indicate that organizations will need to implement sound motivational strategies—such as recognition programs, professional development, and supportive leadership—to improve job attitudes and worker performance. Managers can foster greater commitment and engagement by encouraging work-life balance and aligning job roles with employee competencies. Employees are motivated to pursue development opportunities and give management feedback, promoting an inclusive high-performance work environment. HR departments must integrate motivational interventions in their retention efforts, especially in highly male, educated workforces typical of Philippine manufacturing sectors.

For Future Researchers, investigate causal relationships between job attitude, motivating factors, and performance, explore the long-run retention effect of HRM on employees, analyze demographic effects on job satisfaction, or analyze how technological advancements/telecommuting affect a person’s job performance and levels of engagement.

ACKNOWLEDGMENT

The Researcher expresses deep gratitude to God and to the following persons: Dr. Leonila C. Crisostomo, as chairperson of the committee; Dr. Nelson R. Garcia and Dr. Ma. Isabel DL. Dizon, for being part of the panel; Lourdes Q. Palallos and son, John Caleb A. Rodriguez, for love and inspiration; parents Joel P. Rodriguez and Lilibeth P. Rodriguez, and brothers Joefrey and Jushua, for unconditional support; MBA friends, family, and colleagues.

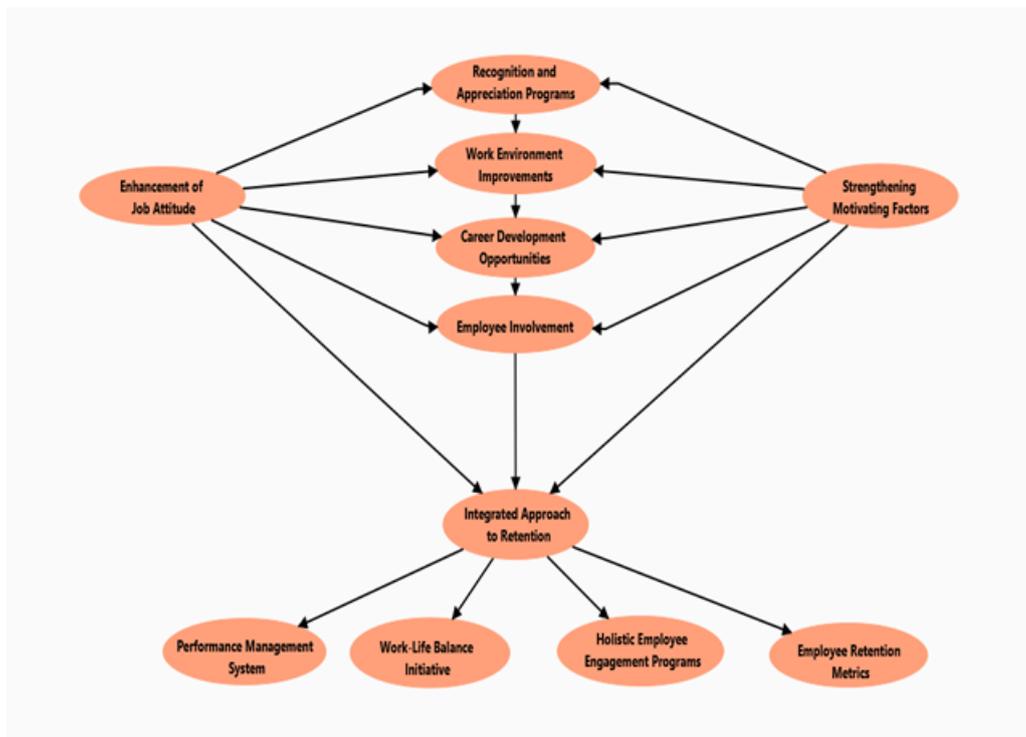


Figure 3 The Retention Strategy Model

CONFLICT OF INTEREST

The authors declare that there is no conflict of interest for this study.

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