Work Engagement for Local Government Unit Employees Towards Strategic Capacity Enhancement Framework

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Abstract

This study examined the congruence between employee performance, job descriptions, and performance evaluations among Local Government Unit (LGU) employees as the basis for proposing a Strategic Capacity Enhancement Framework. Specifically, it determined the extent to which employee performance is congruent with organizational expectations as reflected in job descriptions, actual work accomplishments, and performance evaluations, and developed a framework to optimize local governance outcomes. The study employed a descriptive research design using a quantitative approach. Data were collected from 160 LGU employees through a structured survey questionnaire. Statistical tools utilized included weighted mean and standard deviation to analyze the extent of congruence among the variables. The study focused on three dimensions: employee performance and job description, employee performance and actual work accomplishment, and employee performance and performance evaluation. Findings revealed that employee performance and job description obtained an overall mean of 2.92 (SD = 0.83), interpreted as Moderately Congruent. Employee performance and actual work accomplishment yielded an overall mean of 2.91 (SD = 0.82), likewise interpreted as Moderately Congruent. Similarly, employee performance and performance evaluation registered an overall mean of 2.87 (SD = 0.84), also interpreted as Moderately Congruent. The findings indicate that although employees generally perform duties aligned with their assigned roles and evaluation criteria, certain discrepancies exist between prescribed responsibilities, actual work functions, and performance assessment mechanisms. Based on the results, the study proposed the ALIGN Framework (Assessment, Learning and Development, Integration of Performance Management Systems, Governance Support and Employee Engagement, and Nurturing Continuous Improvement). The framework aims to strengthen the alignment among job descriptions, employee performance, and performance evaluations through competency development, employee engagement initiatives, performance management integration, and continuous monitoring and evaluation. The study concludes that employee performance is only moderately congruent with job descriptions and performance evaluations, highlighting the need for organizational interventions to improve role clarity, engagement, accountability, and performance management practices. The proposed framework is expected to contribute to enhanced employee effectiveness, improved governance performance, and more responsive public service delivery within Local Government Units.

Keywords: Employee Performance, Job Description, Performance Evaluation, Work Engagement, Strategic Capacity Enhancement, Local Government Unit, ALIGN Framework, Organizational Effectiveness