
Employee Motivation, Engagement, Satisfaction, and Performance: An Exploratory Sequential Approach

MARY SHOWER MARIANO-MEGRENIO

Sarangani Energy Corporation
HRA Assistant Manager

Abstract — This study determined the levels of employee motivation, engagement, satisfaction, and performance among Alsons Power Group. It identified the drivers of motivation, engagement, satisfaction, and performance among APG employees. Utilizing an exploratory sequential design, the research combined qualitative Key Informant Interviews and quantitative surveys to provide in-depth insights. Respondents were the representatives of Alsons Power Group employees across departments and levels, providing a holistic view of the organizational climate. Findings showed that employees report high motivation, engagement, and job satisfaction, mainly due to supportive leadership, open communication, growth opportunities, and a strong culture of camaraderie. However, drawbacks and setbacks in compensation and recognition emerged as concerns that could affect long-term organizational commitment. This study shows that while intrinsic and contextual factors support performance and engagement, addressing extrinsic rewards through consistent compensation and recognition is essential. It recommends that Alsons Power Group explore the implementation of a transparent reward system alongside existing cultural strengths to sustain motivation, improve retention, and promote organizational excellence.

Keywords: motivation, engagement, satisfaction, performance, performance framework

I. INTRODUCTION

Organizational management has found that human resources are the most significant factor in gaining sustainable competitive advantage and efficiency (Sitopu et al., 2021). In the contemporary business world, organizations are grappling with how to sustain high performance from innovative thinkers. This involves paying more attention to how individuals can be best

motivated and creating an environment that enables them to meet management's expectations (Forson et al., 2021).

Over the past five years, Alsons Power Group (APG) has faced a significant challenge: rising attrition. From 2019 to 2023, APG's attrition rate was around 22.48%. This trend is primarily driven by job dissatisfaction, as evidenced by exit interview results and employee satisfaction feedback, which indicate severe underlying issues. The Employee Satisfaction Feedback results support the exit interview results. The average employee satisfaction rating from 2019 to 2023 is 2.81, indicating below-average satisfaction. This is a critical issue contributing to the organization's increasing turnover.

Alsons Power Group is a vital installation and plays a key role in providing electricity to fuel Mindanao's growing population and expanding economy through power generation, sales to off-takers such as electric cooperatives and distribution utilities, and the development of greenfield power projects. When employees are demotivated, disengaged, and dissatisfied, their productivity will suffer, they will be prone to make errors, and they will not perform at their full potential. This could even lead to the shutdown of the power plant, resulting in looming brownouts in the areas served by APG. The quality of human resources in the company can affect its performance, so human resource management is part of the business strategy (Wau & Purwanto, 2021). The power industry requires sector-specific information to address its unique opportunities and challenges. This underscores the potential benefits of further research, which could provide APG with the knowledge to strategically enhance employee satisfaction and motivation, strengthening its competitive edge and reputation as an employer of choice. The lack of comprehensive research on APG employees' motivation, engagement, and satisfaction levels hinders the company's ability to develop targeted plans that meet their specific needs. Given the direct impact of workforce motivation, engagement, and satisfaction on productivity, safety, and sustainability, a systematic examination of employee experiences is essential. Targeted research must fill this vacuum, allowing the business to adopt data-driven HR practices that enhance employee retention and loyalty while enhancing APG's standing as a top employer in the power generation industry.

This study assessed the levels of employee motivation, engagement, satisfaction, and performance at Alsons Power Group. It identified key performance drivers, created assessment tools, and established a framework to enable evidence-based interventions and continual

improvement. With the aim of improving employee motivation, engagement, satisfaction, and performance, this study supports Sustainable Development Goals 8 (Decent Work and Economic Growth) and 9 (Industry, Innovation, and Infrastructure). Strengthening well-being and engagement promotes equitable work environments and resilient energy operations, advancing both organizational and broader sustainability objectives.

Research Problem

This study determined the level of employee motivation, engagement, satisfaction, and performance among Alsons Power Group. Specifically, it answered the following questions:

1. How do the employees describe their motivation, engagement, satisfaction, and performance?
2. What tools can be developed to determine the level of motivation, engagement, satisfaction, and performance?
3. What is the level of employee motivation in terms of:
 - 3.1. supportive organizational structure;
 - 3.2. financial uncertainty; and
 - 3.3. professional growth and development?
4. What is the level of employee engagement in terms of:
 - 4.1. expanding job demands;
 - 4.2. healthy work environment; and
 - 4.3. operational complexities and evolving conditions?
5. What is the level of employee satisfaction in terms of:
 - 5.1. disproportionate compensation relative to responsibilities; and
 - 5.2. inconsistent acknowledgment of contributions?

-
6. What is the level of employee performance in terms of:
 - 6.1. clear and challenging goals stir continuous growth;
 - 6.2. strong team bonds and clear role purpose;
 - 6.3. empowerment and accountability?
 7. To what extent do engagement, motivation, and satisfaction influence the performance of the employees of Alsons Power Group?
 8. What meta-interferences can be formulated based on qualitative and quantitative findings?
 9. Based on the findings, what performance management framework can be proposed?

Hypothesis

There is no significant influence between employees' motivation, engagement, satisfaction, and performance.

Scope and Delimitation

This study determined the levels of employee motivation, engagement, satisfaction, and performance of Alsons Power Group's employees, specifically employees of the operating power plants: Sarangani Energy Corporation (SEC), Western Mindanao Power Corporation (WMPC), and Mapalad Power Corporation (MPC). The Alsons Power Group is Mindanao's first and most experienced private-sector power generator. It is the umbrella brand that groups together all the power business affiliates of the Alcantara Group and Alsons Consolidated Resources, Inc. (ACR). Alsons Power has a portfolio of four power facilities with an aggregate capacity of 468 megawatts (MW), serving over eight million people in 14 cities and 11 provinces in Mindanao.

The research was designed to include employees from APG's operating plants, ensuring their experiences were considered. The respondents' willingness and openness significantly

impacted the study results. Hence, their hesitation to provide honest answers and fully participate in the study imposed severe limitations. Likewise, this study's findings primarily apply to Alsons Power Group. This research focused on the conditions within APG in the last five years. Historical data prior to the past five years, or predictions of future trends, are beyond the scope of this study.

The study specifically excluded unfilled positions, employees on prolonged sick leave, or indefinite leave, and those on maternity leave during the survey period. Hence, only employees who actively reported were considered respondents during the data collection process.

II. METHODOLOGY

Research Design

This study used a mixed-method design, specifically an exploratory sequential design, in which the intent is first to explore a problem with qualitative methods because the questions are not yet known, the population is understudied, or little is understood about it, and the site is difficult to access since it is a private company. This study addresses the influence of motivation, engagement, and satisfaction on the performance of APG employees. The purpose of this exploratory sequential design was to develop an instrument. The first phase of the study was a qualitative exploration of employee motivation, engagement, satisfaction, and perceived performance drivers through in-depth interviews with Alsons Power Group employees. The second quantitative phase followed up on the qualitative phase to test, validate, and generalize the qualitative findings by developing a survey instrument. In the third phase, the quantitative instrument, intervention, or variables were used in a quantitative data collection and analysis procedure (Creswell, 2018).

Selection of Participants/Respondents

The sample for the initial qualitative strand of this study was purposely selected. Purposive sampling is a widely used nonprobability sampling technique integral to qualitative and mixed-methods research, as it focuses on a detailed, contextual understanding (Tajik et al., 2024). However, because the first phase is exploratory, the sample was drawn from a small number of

intentionally selected individuals to explore the problem. Using this sampling technique, the researcher coordinated with the HR Heads of the respective subject companies, who provided lists of identified personnel who participated in the Key Informant Interview (KII). Based on the researcher's criteria: must be from the different position levels-Manager, Supervisor, and Associate, and must represent each group- Operations and Maintenance group and the Support group, there were 8 personnel who participated in the KII. The given criteria minimize bias and ensure that all employee types are well represented.

Convenience sampling was employed as the survey link was disseminated to all eligible employees, excluding those who participated in the Key Informant Interviews (KII). Participation was voluntary, and all responses submitted within the specified data collection period were accepted and included in the study for analysis.

On the other hand, a survey questionnaire was distributed via a Google Form link to all employees of the participating companies of Alsons Power Group. Of the 284 personnel, 202 responded to the survey. These respondents belong to different departments and hold different position levels.

Research Instrument

The Key Informant Interview (KII) Guide served as the primary qualitative instrument utilized in the study. It consisted of carefully structured open-ended questions designed to elicit rich, detailed narratives from participants about their experiences, perspectives, and insights into employee motivation, engagement, satisfaction, and performance within APG. Probing questions were also incorporated to clarify responses and further explore emerging themes during the interviews. It was designed to generate in-depth, descriptive data that captured the essence of employees' lived experiences, which was utilized as a reference in collecting data for SOP 1.

The main instrument used for quantitative data gathering was a Survey Questionnaire (SQ). Based on the results of the first phase, a self-designed Survey Questionnaire (SQ) was prepared. This SQ was developed to answer SOP 2, and the developed tool will answer SOP 3 to SOP 7, which aimed to determine the levels of employee motivation, engagement, satisfaction, and performance of APG employees and the extent of influence of the independent variables

(motivation, engagement, and satisfaction) on the dependent variable (employee performance). The SQ consisted of closed-ended statements with a rating scale, allowing respondents to rate their motivation, engagement, satisfaction, and performance.

The SQ was crafted based on the qualitative phase emergent themes. It is divided into five (5) sections. The first part focuses on the drivers of employee motivation, as supported by Alderfer's ERG Theory. The second section centers on employee engagement, utilizing the indicators proposed by Kahn. The third section focuses on the factors underlying employee satisfaction according to Herzberg's two-factor theory. Lastly, the fourth section is about employee performance, patterned in the McClelland's Three Needs Theory.

For the qualitative phase, during the interviews, detailed notes were taken. Recordings from Microsoft Teams ensured all conversations were captured and transcribed accurately. This process helped clearly identify emerging themes. Clarke and Braun's Thematic Analysis framework was used to ensure a rigorous and systematic analysis of the qualitative data. For the quantitative phase, a pilot test was administered to 20 respondents from the same industry who were not part of the study's actual respondents. This pilot test aimed to evaluate the effectiveness of the survey questionnaire and determine whether it needs revision. Based on the feedback gathered, the questionnaire was subsequently revised and improved. The credibility, reliability, and trustworthiness of the research findings were established by subjecting the KII Guide and SQ to a rigorous expert evaluation and validation process. Three expert validators, all Human Resource scholars with extensive experience in the power industry, reviewed the instrument.

The pilot test results were statistically analyzed using Cronbach's Alpha to assess the questionnaire's reliability. The data were analyzed to determine the reliability of the questions measuring the same construct across the questionnaires. Statistical Package for the Social Sciences (SPSS) was employed. The reliability results determined the applicability of these self-made questionnaires. Using Cronbach's Alpha, to have a reliable questionnaire: $A \geq 0.70$ for every construct (variable) with less than ten (10) number of item questions; and $A \geq 0.50$ for every construct (variable) with ten (10) and above number of item questions.

Data Analysis

In an exploratory sequential design, the results section reported the qualitative findings, then described the quantitative feature (i.e., research instrument) developed from the findings, and finally reported the quantitative results of testing the feature (Creswell et al., 2018). The study covered three phases: Phase 1 involved preparing, conducting, and analyzing qualitative data. A Key Informant Interview was conducted, and Clarke and Braun's Thematic Analysis was used to analyze the qualitative data. Phase 2 involved gathering, analyzing, and evaluating quantitative data. A validated survey questionnaire was used to gather data. Phase 3 involved integrating qualitative and quantitative data. The researcher utilized the Triangulation design.

For the qualitative phase, Clarke and Braun's Thematic Analysis was used to analyze the collected data through Key Informant Interviews (KIIs). The thematic analysis uses six stages for analysis, i.e., familiarization, codes formulation, generation of themes, themes review, defining and naming themes, and report formation (Aslam & Rana, 2022).

For the quantitative phase, data were collected from the survey questionnaire administered to the respondents. The statistical tools used were weighted means and correlations. The Weighted mean was used to measure employee motivation, engagement, and job satisfaction levels. This statistical tool ensured that the analysis captured the relative importance of each response in the survey questionnaire using a Likert scale.

Regression Analysis was used to determine whether there is a significant relationship between employee motivation, engagement, job satisfaction, and the performance of Alsons Power Group employees. This statistical tool quantifies the degree to which changes in the independent variables (e.g., motivation, engagement, and job satisfaction) are associated with changes in the dependent variable (e.g., performance).

III. RESULTS AND DISCUSSION

Presentation of Qualitative Findings

The results present the sub-variables taken from the key informant interviews.

TABLE 1
THEMATIC RESULTS FOR MOTIVATION (EXISTENCE, RELATEDNESS, AND GROWTH NEEDS)

Clustered Themes	Emergent Themes
Family-Oriented Work Environment	Supportive organizational culture
Social support	
Enabling programs that promote well-being	
Expanded job responsibilities impinging on compensation adequacy	Financial uncertainty
Family security	
Perceived inequity	
Role expansion	Professional growth and development
Cross-functional exposure	
Capability building	

The findings indicate that APG employees feel they have strong interpersonal relationships with their colleagues, who are often considered their second family. This family-oriented work environment is perceived positively. They value opportunities for professional growth and development. Employees appreciate the supportive organizational culture at APG, but expressed apprehension about financial stability amid perceptions of inadequate compensation and rising job expectations.

These implications point to the interdependence of interpersonal support, compensation equity, and professional development in shaping employees' overall work experience and retention prospects.

It can be concluded that APG's family-oriented, supportive culture fosters employee commitment and strong relationships, creating a positive work experience. In contrast, concerns about compensation and financial stability, especially with increasing job demands, affect employee motivation.

APG should enhance its supportive organizational culture and undertake a thorough review of compensation and workload distribution. Transparent communication regarding pay structures, role expectations, and financial sustainability is necessary to address employee perceptions of equity.

TABLE 2
THEMATIC RESULTS FOR ENGAGEMENT (PHYSICAL, EMOTIONAL, AND COGNITIVE)

Clustered Themes	Emergent Themes
Heavy workload	Expanding job demands
Resource strain	
Positive team dynamics	Healthy work environment
Positive employee experience	
Facing novel and diverse challenges	Operational complexity and evolving conditions
Adaptive work practices	
Resilient workforce	

The findings indicate that employees of Alsons Power Group (APG) often feel overwhelmed by the volume and complexity of their workloads. As job roles continue to expand and evolve, many employees have found themselves managing additional responsibilities that often fall outside their original scope of work.

The resilient culture—rooted in teamwork and shared accountability—has eased the strain of demanding workloads and should strengthen management’s trust in the team’s commitment to their responsibilities.

Effectively managing these demands requires agility, sharp critical thinking, and a strong commitment to continuous learning. In response, the workforce continues to adapt, demonstrating innovation in overcoming obstacles while consistently delivering service excellence and upholding the company’s standards.

In conclusion, based on the findings, APG employees manifested resilience, adaptability, and agility, even as workload demands and operational complexity increase. Furthermore, a collaborative and supportive culture reduces workload pressures and strengthens trust and accountability.

It is recommended that management invest in structured learning and capacity-building programs to strengthen APG employees’ agility and resiliency. These initiatives will enhance responsiveness to change, eliminate silo mentality, foster collaboration, and improve performance even under pressure. These programs should be formally integrated with systems that ensure employees can quickly and confidently apply new skills as demands evolve.

TABLE 3
THEMATIC RESULTS FOR JOB SATISFACTION (HYGIENE FACTORS AND MOTIVATORS)

Clustered Themes	Emergent Themes
Salary inequity and workload mismatch	Disproportionate compensation
Role-value misalignment	relative to responsibilities
Reward and Recognition Inequity	
Recognition and perceived appreciation	Inconsistent acknowledgment of
Recognition and Appreciation Gaps	contributions

Recognizing the contributions and achievements of employees fosters a sense of appreciation and job satisfaction among them. When employees perceive that their efforts are recognized, they tend to experience higher job satisfaction with their work and the overall work environment (Ndiango et al., 2024).

The findings reveal that APG employees perceive their salaries as not adequately aligned with the complexity, volume, and difficulty of their duties, and that efforts and achievements are not consistently or equitably recognized.

Based on the findings, it can be concluded that APG employees perceive an imbalance among compensation, job demands, workloads, and recognition. This supposed disparity diminishes motivation, morale, job satisfaction, and overall performance. Furthermore, perceptions of unfair pay and inconsistent recognition may lead to employee disengagement, thereby reducing APG's ability to sustain a committed, high-performing workforce.

It is recommended that Alsons Power Group review its compensation and recognition framework to ensure alignment with job demands, workload complexity, and employee contributions.

TABLE 4
THEMATIC RESULTS FOR JOB PERFORMANCE (ACHIEVEMENT, AFFILIATION, AND POWER)

Clustered Themes	Emergent Themes
Goal setting and personal drive	Clear and challenging goals stir continuous growth
Alignment and innovation	
Goal-oriented development	
Organizational climate and shared purpose	Strong team bonds and clear role purpose
Teamwork and collaboration	
Role clarity	
Autonomy	Empowerment and accountability
Ownership	
Talent optimization	

It can be concluded that clearly defined roles at Alsons Power Group enhance employee focus, engagement, and efficiency. Practices such as setting expectations, providing feedback, and conducting performance assessments foster accountability and continuous improvement. These approaches support both individual and organizational effectiveness.

Alsons Power Group management is highly encouraged to regularly review and update job descriptions to ensure they accurately reflect current responsibilities. Roles must be clarified and aligned with organizational objectives.

Presentation of Quantitative Findings

TABLE 5
SUMMARY OF LEVEL OF MOTIVATION

Themes	Mean	Description
Supportive Organizational Culture	3.80	High
Financial Uncertainty	3.72	High
Professional Growth and Development	3.63	High
Average	3.72	High

The result shows that motivation is to a High Extent ($\bar{x} = 3.72$), indicating that employees of Alsons Power Group are driven to perform their roles with enthusiasm and commitment.

The high level of motivation implies that employees are not only willing to perform their assigned tasks but also inclined to go beyond their basic responsibilities. This suggests that Alsons Power Group effectively leverages motivational drivers, such as recognition, fair compensation, and meaningful work, to sustain employee enthusiasm (Kuvaas et al., 2020).

From a management perspective, this finding suggests that Alsons Power Group's leadership practices align well with employees' psychological and professional needs. It can be concluded that motivation among the employees of Alsons Power Group is a high extent, with a mean ($\bar{x}$) score of 3.72. This demonstrates that the company has successfully implemented motivational strategies that sustain employee commitment and drive. Based on the findings, it is recommended that Alsons Power Group continue to reinforce both intrinsic and extrinsic motivational strategies.

TABLE 6
SUMMARY OF LEVEL OF ENGAGEMENT

Themes	Mean	Description
Expanding Job Demand	3.87	High
Healthy Work Environment	3.82	High
Operational Complexities and Evolving Conditions	3.90	High
Average	3.86	High

The findings revealed that Engagement registered an overall mean ($\bar{x}$) of 3.86, indicating a High Extent. The result suggests that Engagement is highly noticeable among Alsons Power Group employees. The high extent of employee engagement among the personnel of Alsons Power Group can be attributed to the company's strategic initiatives in fostering a supportive work environment, promoting open communication, and providing opportunities for growth.

The implication of the high engagement score is significant for both organizational sustainability and employee well-being. A highly engaged workforce indicates that employees are likely to invest greater discretionary effort in their roles, leading to improved operational efficiency and organizational performance (Knight et al., 2021).

Based on the results of the study, it can be concluded that the employees of Alsons Power Group exhibit a high extent of engagement, as reflected in the overall mean ($\bar{x}$) of 3.86. This suggests that the organization has been successful in creating an environment where employees feel valued, connected, and motivated to contribute toward organizational goals. The study's findings suggest that employee engagement at Alsons Power Group is already high; thus, management is encouraged to sustain the existing practices that promote employee involvement, recognition, and professional growth.

TABLE 7
SUMMARY OF LEVEL OF SATISFACTION

Themes			Mean	Description
Disproportionate Compensation	Relative to	Responsibilities	3.64	High
Inconsistent Acknowledgement of Contributions			3.41	High
Average			3.52	High

The result, showing that job satisfaction reached a high level ($\bar{x} = 3.52$), indicates that employees of Alsons Power Group generally experience fulfillment in their roles and perceive their work environment positively. Job satisfaction is closely linked to organizational practices such as fair compensation, supportive leadership, and opportunities for career advancement (Aziri & Ibraimi, 2021).

The high level of job satisfaction suggests that Alsons Power Group employees are not only satisfied with their work but also likely to maintain positive attitudes that contribute to organizational effectiveness. This finding suggests that management policies regarding compensation, working conditions, and employee relations are effective in meeting the workforce's needs (Marescaux et al., 2021).

It can be concluded that employees of Alsons Power Group report a high extent of job satisfaction, with a mean ($\bar{x}$) score of 3.52. This finding highlights that the organization has successfully established practices and systems that enable employees to feel valued and fulfilled in their roles. To further strengthen job satisfaction, Alsons Power Group is encouraged to sustain its current HR practices while exploring innovative ways to enhance employee experiences.

TABLE 8
SUMMARY OF LEVEL OF PERFORMANCE

Themes	Mean	Description
Clear and Challenging Goals Stir Continuous Growth	4.08	High
Strong Team Bonds and Clear Role Purpose	4.37	Very High
Empowerment and Accountability	4.19	High
Average	4.21	High

The finding that employee performance was very high ($\bar{x} = 4.21$) indicates that Alsons Power Group employees consistently demonstrate efficiency, productivity, and reliability in fulfilling their responsibilities. This can be attributed to the strong levels of engagement, motivation, and job satisfaction previously identified in the study, which are known predictors of improved performance (Ingram et al., 2021).

The implication of this finding is that Alsons Power Group benefits from a capable and high-performing workforce, which directly supports operational efficiency and organizational competitiveness. High employee performance implies that employees not only meet their job requirements but also contribute positively to innovation, problem-solving, and organizational

growth (Katou et al., 2021). This result suggests that the company's strategies in workforce management, training, and performance monitoring are effective in sustaining excellence.

It can be concluded that employees of Alsons Power Group exhibit a high extent of performance, with a mean ($\bar{x}$) score of 3.52. This highlights that the workforce consistently demonstrates effectiveness in their roles, reflecting both individual dedication and strong organizational support structures. The noticeable level of employee performance affirms the company's strategies for maintaining a capable, committed, and results-oriented workforce.

To sustain and enhance employee performance, Alsons Power Group should continue investing in training and development programs that build both technical and soft skills. Strengthening feedback systems and performance appraisals will help ensure that employees receive guidance and recognition, further boosting productivity. Additionally, fostering a culture of continuous improvement and innovation can help employees go beyond standard performance expectations and contribute new ideas to organizational growth.

To determine the extent to which employee motivation, engagement, and satisfaction influence employee performance in the Alsons Power Group, a regression analysis was conducted. The results are presented below.

Extent of Influence of Motivation, Engagement, and Satisfaction on Employee Performance of Alsons Power Group

TABLE 20
EXTENT OF INFLUENCE

Predictor	R	R Square	Adjusted R-Square	Std. Error of the Estimate
Motivation	.541 ^a	0.292	0.289	0.42008
Engagement	.580 ^a	0.337	0.333	0.40667
Satisfaction	.058 ^a	0.003	-0.002	0.49847
Motivation, Engagement and Satisfaction	.637 ^a	0.406	0.397	0.38688

The result that motivation alone accounts for 29.2% of the variance in employee performance ($R^2 = 0.292$) suggests that, while motivation is an important factor, it does not fully explain performance outcomes among Alsons Power Group employees. The finding that engagement alone accounts for 33.7% of the variance in employee performance ($R^2 = 0.337$) suggests that while engagement is an important predictor of performance, it is not the sole determinant. The finding that job satisfaction alone explains only 0.30% of employee performance ($R^2 = 0.003$) indicates that it has a negligible effect on employee performance at Alsons Power Group. This suggests that while employees may report being satisfied with their jobs, satisfaction does not necessarily translate into measurable improvements in work performance.

The finding that engagement, motivation, and job satisfaction together explain 40.60% of employee performance ($R^2 = 0.406$) indicates a moderate influence of these psychological and organizational factors on employees' work outcomes at Alsons Power Group. This suggests that while these three variables are significant predictors of performance, they account for less than half of the variance, meaning other factors such as leadership, organizational culture, work environment, and resources also contribute to performance outcomes (Kim et al., 2021; Saks, 2022).

The implication of this result is that management must adopt an integrated human resource strategy to boost employee performance. Engagement ensures that employees are committed and invested in their work; motivation provides the energy and drive; and job satisfaction sustains morale and retention. When these are strengthened collectively, employees are more likely to deliver higher performance outcomes. This reinforces the argument that organizations cannot rely on a single dimension of employee experience but must take a holistic approach (Shuck & Zigarmi, 2020; Meyer et al., 2021).

It can be concluded that engagement, motivation, and job satisfaction together moderately influence employee performance, accounting for 40.60% of the variance. This underscores that, while important, these factors do not fully explain performance outcomes and should be complemented by other organizational determinants. Nonetheless, their combined effect is substantially stronger than when considered individually, highlighting the importance of a multidimensional approach to workforce development.

Based on the findings, it is recommended that Alsons Power Group strengthen initiatives that simultaneously address engagement, motivation, and job satisfaction, rather than focusing on a single dimension in isolation. Programs such as performance-linked rewards, leadership development, participatory decision-making, and opportunities for career growth can reinforce all three factors.

Integration of Results

A convergent meta-inference is drawn from merging separate quantitative and qualitative findings. Employees perform energetically and often go above and beyond the minimum requirements of their jobs, according to quantitative statistics. Further qualitative data indicate that employees feel appreciated, supported, and emotionally engaged with the company. On the other hand, employee engagement at Alsons Power Group is high, despite increasing work demands. Quantitative results highlight supportive leadership, open communication, and growth opportunities as the main drivers of strong engagement, especially in a high-stakes power generation environment focused on teamwork and safety. Qualitative insights specify that, although employees often feel overwhelmed by expanding roles, a resilient culture of camaraderie, mutual support, and shared accountability is a key factor helping them stay committed and productive. Moreover, quantitative and qualitative findings indicate that Alsons Power Group employees report high levels of job satisfaction. However, concerns persist regarding compensation and recognition. Quantitative data demonstrate that employees feel fulfilled, maintain positive attitudes, and exhibit organizational citizenship behaviors, thereby supporting organizational effectiveness and stability. In contrast, qualitative insights reveal perceptions of inequity in compensation and inconsistent recognition. Additionally, employee performance at Alsons Power Group ($\bar{x} = 4.21$) mirrors qualitative findings that stress explicit, ambitious goals, defined roles, empowerment, collaboration, and accountability. Strong productivity, efficiency, and dependability are shown by quantitative statistics, and the factors influencing this performance are made clear by qualitative data.

In conclusion, maintaining Alsons Power Group's strong performance and positive employee experience requires a balanced strategy. The organization should combine its established

cultural and leadership strengths with a fair, transparent, and consistent compensation and recognition system. To sustain Alsons Power Group's high performance and positive employee experience, the organization must institutionalize a balanced people-management strategy.

Based on the findings, Alsons Power Group should develop an extensive Performance Management Framework that recognizes that employee performance is multifaceted and complex. To convert motivation and engagement into quantifiable performance outcomes, it is essential to have clear goals, sufficient tools, leadership support, and ongoing professional development.

Effective performance management drives organizational success. Motivated, engaged, and satisfied employees sustain long-term performance. Organizations must adopt strategies that build a supportive environment and highlight each individual's impact on organizational goals.

The POWER (*P-purpose & alignment, O-ownership & accountability, W-well-being & work environment, E-enablement & capability development, and R-recognition & reinforcement*) Performance Management Framework provides a structured approach that connects performance management to motivation, engagement, and satisfaction to enhance effectiveness. It drives high performance while supporting employee well-being. By empowering employees, providing resources, and fostering engagement, the framework creates a balanced and sustainable work environment.

REFERENCES

- [1.] Aslam, A. & Rana, I.A. (2022). The use of local climate zones in the urban environment: A systematic review of data sources, methods, and themes. *Urban Climate*, Vol. 42. <https://doi.org/10.1016/j.uclim.2022.101120>
- [2.] Aziri, B. & Ibraimi, A. (2021). Job satisfaction: A literature review and organizational perspectives. *Journal of Social Sciences Research*, 7(2), 44–52. <https://doi.org/10.32861/jssr.72.44.52>
- [3.] Creswell, J. W. & Plano, V. L. (2018). *Designing and Conducting Mixed Methods Research*. 2nd ed. <https://scholarworks.uvm.edu/cgi/viewcontent.cgi?article=1051&context=libfacpub#:~:text=The%20exploratory%20sequential%20mixed%20methods,two%20separate%20strands%20of%20data>
- [4.] Forson, J. A., Dwamena, E. O., Opoku, R. A., & Adjavon, S. E. (2021). Employee motivation and job performance: a study of basic school teachers in Ghana. *Future Business Journal*, Vol. 7, Issue 1, 30. <https://doi.org/10.1186/s43093-021-00077-6>
- [5.] Ingram, T., Kraśnicka, T., Wronka-Pośpiech, M., & Głód, W. (2021). The role of employee performance in the relationship between high-performance work systems and organizational performance. *Sustainability*, 13(4), 2118. <https://doi.org/10.3390/su13042118>
- [6.] Katou, A. A., Budhwar, P. S., & Patel, C. (2021). High performance work systems and firm performance: The mediating role of employees' competencies and the moderating role of climate. *Human Resource Management*, 60(3), 271–286. <https://doi.org/10.1002/hrm.22021>
- [7.] Kim, Y. J., Karatepe, O. M., Lee, G., & Demiral, H. (2021). Do high-performance work systems engage employees and enhance service performance? The role of psychological capital. *International Journal of Hospitality Management*, 94, 102850. <https://doi.org/10.1016/j.ijhm.2020.102850>

-
- [8.] Knight, C., Patterson, M., & Dawson, J. (2021). Building work engagement: A systematic review and meta-analysis investigating the effectiveness of work engagement interventions. *Journal of Organizational Behavior*, 42(6), 662–683. <https://doi.org/10.1002/job.2526>
- [9.] Kuvaas, B., Buch, R., & Dysvik, A. (2020). Individual variable pay for performance, incentive effects, and employee motivation. *Journal of Organizational Behavior*, 41(7), 697–711. <https://doi.org/10.1002/job.2449>
- [10.] Marescaux, E., De Winne, S., & Sels, L. (2021). HR practices and employee outcomes: The mediating role of work engagement. *Human Resource Management Journal*, 31(1), 100–118. <https://doi.org/10.1111/1748-8583.12294>
- [11.] Meyer, J. P., Morin, A. J. S., & Wasti, S. A. (2021). Employee commitment before and during the COVID-19 pandemic: A longitudinal study. *Journal of Vocational Behavior*, 126, 103472. <https://doi.org/10.1016/j.jvb.2020.103472>
- [12.] Ndiango, S., Gabriel, D., & Changalima, I. A. (2024). Give me my flowers before I die! Linking employee recognition, job satisfaction and employee retention in logistics companies: A multigroup analysis. *Social Sciences and Humanities Open*, Vol. 10, 2024. <https://doi.org/10.1016/j.ssaho.2024.101053>
- [13.] Shuck, B. & Zigarmi, D. (2020). Four emerging perspectives of employee engagement: Toward a conceptual clarity. *Human Resource Development Review*, 19(4), 357–382. <https://doi.org/10.1177/1534484320953227>
- [14.] Sitopu, Y.B., Sitinjak, K.A. & Marpaung, F.K. (2021). The Influence of Motivation, Work Discipline, and Compensation on Employee Performance. *Golden Ratio of Human Resource Management*, Vol.1, Issue. 2. <https://doi.org/10.52970/grhrm.v1i2.79>
- [15.] Tajik, O., Golzar, J. & Noor, S. (2024). Purposive Sampling. *International Journal of Education and Language Studies*. DOI:10.22034/ijels.2025.490681.1029
-

-
- [16.] Wau, J. & Purwanto, P. (2021). The effect of Career Development, Employee Motivation, and Job Satisfaction on Employee Performance. *Jurnal Aplikasi Bisnis Dan Manajemen*, 7(2), 262–271. <https://doi.org/10.17358/jabm.7.2.262>