

Assessment of Employee Performance on Organizational Success of PTT Gas Station: Basis for Development of Strategic Plan

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ABSTRACT

This study aims to find the relationship between employee performance and organizational success in the PTT Gas Station of San Jose City, Nueva Ecija. The study adopts a quantitative and descriptive research design, exploring dimensions of employee performance — including competence, motivation, and engagement — and their relationship to organizational outcomes, such as efficiency, customer satisfaction, and market competitiveness. Following quantitative descriptive research methods, data were collected from (N=16) employees across two branches through a structured survey and were analyzed through descriptive statistics and Pearson correlation. This indicates there is a strong positive relationship ($r = 0.83$, $p, 0.01$) separating employee performance and planned organizational success as effective, underlying that motivated and well-qualified employees perform a key role in ensuring strategic goals are being reached. The paper emphasizes the significance of strategic management of human capital and introduces a model for improving employee productivity through interventions such as training and rewards. This data is used to inform a strategic plan to help drive performance and scale the organization. The organization of this research presents valuable contributions for stakeholders such as management, employees, and human resource practitioners, which has practical implications for aligning employee performance with organizational objectives. It also sets up future studies that address employee-driven success in competitive businesses.

Keywords: Human Capital, Motivation, Productivity, Training, Rewards

INTRODUCTION

In an oil company, the evaluation of subordinate work is of great importance for the activity of the organization, since this directly affects planning at the strategic and operational levels. Gross (2011) defines employee performance as an important concept with multiple dimensions like competence, motivation, and compensation that directly influence the achievement of organizational goals. An organization will have a thriving environment that promotes growth and innovation if they can use their human capital effectively based on these aspects.

As defined as the organization's ability to achieve and even exceed the organizational goals or objectives (Siregar, n.d.), employee performance plays a significant role in the success of an organization, as high-performing employees help the organization become more productive and efficient (Siddiqui, 2014). In general, there are many factors that affect employee performance, including competence, motivation and compensation which is the main thing in the productivity (Hanggono, 2024). Moreover, employee skills are further developed through training and development initiatives (Siddiqui, 2014), which results in better performance. Human capital management relates to the strategic agriculture of people that may preserve and cultivate their talents for optimum effectiveness and effectivity (Firdaus et al., 2023).

Organizations that invest in their employees' unique skills and knowledge are more likely to achieve sustainable success (Firdaus et al., 2023). However, challenges such as resistance to change and the need for continuous adaptation must be addressed to maintain high levels of employee engagement and performance.

Methods and Procedures

A quantitative and descriptive research design was used in the study. According to Nelson et al (2017), Descriptive research uses naturally occurring events or existing data when not much is known about how to manipulate independent variables so their effects on dependent variables can be observed. This method is very appropriate to evaluate the employee performance is the organizational success of the employee of gas station employees'. Finally, the study assessed potential strategic plan that will be utilized in future.

In the province of Nueva Ecija, this study was carried out in the Region III which just consisted one city namely, San Jose City, Nueva Ecija. The study was conducted for the organization named Petroleum Authority of Thailand (PTT) Gas station, in San Jose City, Nueva Ecija, which was known in the place.

The respondents of the study were the employees of the two branches of the PTT gas station company. The first Branch is located at Brgy., Abar 1st with 10 employees and the Second one is situated in Brgy., R. Eugenio with 6 employees.

The purpose of this study is to assess the employee performance on organizational success of PTT and how the basis for the development of a strategic plan. A total (16) employees served as the sample of the study. The sample size was calculated using Raosoft, considering a margin of error of 5%, a confidence level of 95%, and a 50% response distribution. This study employed total enumeration since the respondents are small group of individuals, as it aligns well with the study's goals and objectives.

A self-developed survey questionnaire developed by the researcher with the help of professionals in the research field was used to gather the necessary information and data from the respondents. This instruments consist two parts wherein the first part focused on the Employee performance of the two PTT gas stations and the second part deals with the organization success of the PTT gas station.

To check the reliability of the instrument, the researcher conducted pilot study through 10 respondents of the same industry. Cronbach's Alpha was used in this stage and the result for employee performance was ($\alpha=0.937$) and Organizational Success ($\alpha=0.915$).

The researchers sought permission from PTT's Gas Station Administration to carry out the study, adhering to their rules and avoiding disruptions in their operations. The researchers focused on employees from two branches of PTT and explained the purpose of the study and sought informed consent from them. A self-administered survey questionnaire with a 4-point Likert scale was administered personally to employees during their break or before their shift along with instructions. Data gathered was summarized and analyzed by using descriptive statistics to determine employee performance and organizational success. Pearson correlation was used to test the relationship between the two variables.

RESULTS AND DISCUSSION

Employees Performance in the Organization

Table 1

Employee Performance	Mean	Std Deviation	Qualitative Description
1. "I meet the deadlines set for my tasks and deliverables."	3.56	0.51	Strongly Agree
2. "I maintain a high level of accuracy in my work."	3.50	0.52	Strongly Agree
3. "I actively look for ways to improve efficiency in my job."	3.56	0.51	Strongly Agree
4. "I regularly assist my colleagues in achieving team objectives."	3.13	0.62	Agree
5. "I demonstrate initiative by taking on additional responsibilities when needed."	3.38	0.62	Agree
6. "I am able to prioritize my tasks effectively under pressure."	3.06	0.57	Agree
7. "I consistently produce work that meets or exceeds quality standards."	3.38	0.62	Agree

8. "I am able to identify and solve problems in my work efficiently."	3.38	0.62	Agree
9. "I participate in ongoing training or development programs to improve my skills."	3.44	0.89	Agree
10. "I frequently contribute to discussions that lead to process improvements."	3.25	0.77	Agree
11. "I am responsive to feedback and make necessary changes to enhance my performance."	3.31	0.60	Agree
12. "I take responsibility for any mistakes and work to correct them immediately."	3.31	0.70	Agree
13. "I collaborate with other departments to achieve common goals."	3.31	0.60	Agree
14. "I am flexible and can adjust to sudden changes in the work environment."	3.25	0.77	Agree
15. "I consistently contribute ideas that help my team achieve its objectives."	3.38	0.81	Agree
Overall Mean	3.35	0.47	Strongly Agree

The table illustrates the assessment of employees' performance within the organization based on various indicators. The overall mean score of 3.35, with a standard deviation of 0.47, indicates a *High* level of performance. Among the specific indicators, the highest-rated items were "*I meet the deadlines set for my tasks and deliverables*" and "*I actively look for ways to improve efficiency in my job*" (mean = 3.56, SD = 0.51), both categorized as Strongly Agree. Similarly, "*I maintain a high level of accuracy in my work*" received a high rating (mean = 3.50, SD = 0.52).

The lowest-rated item was "*I am able to prioritize my tasks effectively under pressure*" (mean = 3.06, SD = 0.57), though it still falls under the *Agree* category. Other items, such as collaboration, flexibility, and contributing to discussions, scored consistently within the *Agree* range, indicating steady performance across team-related and individual metrics.

In general, employees deliver similar performance across the board: quality work, meeting deadlines, and efficiency-seeking, but with possible improvements in task tracking and adaptability under pressure. The ultimate form of being, which is the focus of this article, is an ability to adjust to changing microeconomics and macroeconomics, which (Van Dam & Meulders, 2021) claim to be a crucial factor in our attitude toward change—it proves even more important when faced with the ever-present pressure of change we are currently experiencing on macroeconomic levels. Cullen et al. (2014) determined that the adaptability of employees correlates with organizational support quotations, job satisfaction, and supervisors' job performance evaluation. Relatedly, Van Dam and Meulders (2021) reported that adaptability was predictive of employees' resistance to organizational change.

Organizational Success of the Company

Table 2

Organizational Success	Mean	Std Deviation	Qualitative Description
1. "Our products/services meet or exceed customer expectations."	3.44	0.63	Agree
2. "The company has a clear strategic direction for future growth."	3.38	0.62	Agree
3. "We are recognized as a leader in the oil industry."	3.56	0.51	Strongly Agree
4. "The company regularly innovates to remain competitive in the market."	3.25	0.45	Agree
5. "Our leadership team effectively communicates the company's vision and goals."	3.44	0.63	Agree
6. "We have successfully expanded our market presence over the past year."	3.19	0.54	Agree
7. "Customer satisfaction surveys reflect positive feedback about our services."	3.38	0.50	Agree

8. "The company responds well to changes in market demand and trends."	2.88	0.62	Agree
9. "We have effective internal processes that minimize operational costs."	3.31	0.60	Agree
10. "The company invests in research and development to improve its offerings."	3.25	0.45	Agree
11. "We are achieving greater market share compared to our competitors."	3.38	0.50	Agree
12. "The company's growth strategies are aligned with industry best practices."	3.19	0.54	Agree
13. "Employee performance is directly linked to the company's success in the marketplace."	3.56	0.63	Strongly Agree
Overall Mean	3.32	0.36	Strongly Agree

The table presents the evaluation of organizational success based on various indicators. The overall mean score of 3.32, with a standard deviation of 0.36, reflects a High level of success. The highest-rated indicators include "We are recognized as a leader in the oil industry" and "Employee performance is directly linked to the company's success in the marketplace" (mean = 3.56, SD = 0.51 and 0.63, respectively), both categorized as Strongly Agree. The lowest-rated indicator was "The company responds well to changes in market demand and trends" (mean = 2.88, SD = 0.62), though it still falls under the Agree category, indicating room for improvement in market adaptability. Other aspects, such as customer satisfaction, strategic direction, innovation, and leadership communication, consistently scored within the Agree range, demonstrating a strong foundation for organizational success.

At the broad level employees provide similar performance: good work quality, punctual delivery, and efficiency-seeking behaviour in return for their payment with room for improvement for activity tracking and pressure. This article aims for the ultimate form of being, where we can live to adapt to changing microeconomics and macroeconomics; a necessary ability (Van Dam & Meulders, 2021) that is a fundamental determinant of how we will adapt towards change which becomes even more paramount when we're under constant pressure for change as we are now on macroeconomic levels. Cullen et al. findings by Xu et al. (2014) indicated that employee adaptability relates to organizational support quotas, job satisfaction, and supervisors' job performance evaluation. In a related study, adaptability was found to predict employees' resistance to organizational change (Van Dam & Meulders, 2021).

Relationship of Employee Performance and Organizational Success

Table 3

Variables Correlated	Computed r-value	p-value	Remarks
Employee performance and organizational success	0.83	0.000	Significant

The table shows the correlation between employee performance and organizational success. The computed r-value of **0.83** indicates a strong positive relationship between the two variables. The p-value of **0.000** confirms that the correlation is statistically significant. This suggests that higher levels of employee performance are strongly associated with greater organizational success.

Employee relationship management is a set of management activities for maintaining healthy and amicable relationships with employees. Such a plan produces a unified work environment in which all employees work most of the time to meet organizational targets. Moreover, it encourages commitment, helps employees achieve organizational goals, minimizes workplace disagreements, and fosters trust. (Bajaj et al., 2013)

As stated on the research of Brhane & Zewdie (2018) based on the research conducted by Kelchner (2017), Positive relations of employees will help in creating a friendly environment, thereby increasing motivation. This, in turn, has a positive impact on the morale of employees, leading to improved performance. By implementing employee relations programs, organizations can see an improvement in performance and subsequently increased business profits. Employee relations practices have a causal impact on worker

performance as identified in the research by Sequeira and Dhriti, (2015) Satisfaction with current organizational practices leads to higher productivity and resistance to organizational changes. The study of Brhane and Zewdie on The Effects of Employee Relation on Improving Employee Performance suggests that good employee relations lead to improvements in motivation levels, leading to better levels of performance and thus, organizational success. According to literature, these components, including communication, participative leadership, shared goals and values, mutual trust, motivation, and the management of conflict, significantly affect employee performance. Organizations realize that Employee relationship management helps them in maintaining good relations with their employees. It enhances organizational effectiveness through enhancing employee performance by building commitment.

Strategic Plan Development for the Company to Employee Performance and to the Success of the Organization

Table 4

Focus Area	Objectives	Strategy	Timeline	Responsible Person	Expected Outcomes
Employee Performance	To improve employees' ability to prioritize tasks effectively under pressure, ensuring they can manage workloads efficiently and maintain high performance in challenging situations.	Provide employees with workshops on time management techniques, including the Eisenhower Matrix (urgent vs. important tasks) and Pomodoro Technique, to help them prioritize effectively during stressful periods	Quarterly	HR Officer	Improved task prioritizing, higher productivity, better stress management, and improved performance under duress are all anticipated results of time management training for staff members. Employees will meet deadlines, manage workloads more effectively, and experience less stress by implementing strategies like the Pomodoro Technique and the Eisenhower Matrix. Higher job satisfaction, long-term skill development, and a more productive workforce are all outcomes of these enhancements, which will ultimately help the business succeed as a whole.
Organizational Success	To enhance the company's responsiveness to changes in market demand and trends, fostering greater adaptability and ensuring the organization can swiftly adjust to dynamic market conditions.	Implement a system for ongoing market research to track industry trends, consumer behavior, and competitor activities.	Annually	HR Officer	Implementing continuous market research is anticipated to produce improved market adaptability, well-informed strategic planning, and a deeper comprehension of client wants. This will help the business keep ahead of the competition, innovate successfully, and react to changes in the market more swiftly. In the end, the plan will support the company's long-term growth and success by assisting with proactive risk management, better decision-making, and preserving a solid market position.

The strategy plan is aimed at two key strategic themes: better performance of employees and greater success of the organization. The company will hold quarterly workshops on time management skills, like the

Eisenhower Matrix and the Pomodoro Technique, it said, to ensure employees perform better under pressure. The HR officer leads these workshops that enable employees to better manage tasks, reduce stress, and be productive even during very challenging times. Therefore, The employees will meet deadlines much more consistently, handle their tasks load much better, will be less overwhelmed, and will consequently have higher job satisfaction resulting in more productivity which would lead to the success of the company.

The organization wanted to be more nimble and responsive to market change. To this end, a continuing market research system will be established to keep a close eye on industry trends, customer behavior, and the actions of other competitors. The HR officer will run this initiative so that under the company roof, there is an opportunity to be more applicable to the recent changes in the markets which is one way to stay ahead of the game. Thus, the goal is strategic planning improvement, risk minimization, and a stronghold over the market, ensuring growth and success in the long run.

Harries (2021) found that companies could adapt well to natural crises and that several statistically significant factors, such as the owner's education, gender, the age of the business, and the business sector could affect that adaptation positively or negatively. However, the identification of effective management strategies is only possible with ongoing education of the companies' leaders, who continue to be dynamic and flexible. They also employ processes for managing time and building strong and effective networks of relationships as well as a positive and, even, family-oriented culture so that the organization's chances of surviving are higher (Quansah and Hartz, 2021).

CONCLUSIONS

Investment in strategies that further enhance employee performance would be a good investment for the company, such as training, development, and an improved work environment. Conversely, any drop in employee performance would be detrimental to the success of the organization. This shows the need to maintain a high-performing workforce for the health and prosperity of the company. Furthermore, while the company displays strengths in areas such as industry leadership and aligning employee performance with market success, improvement in responding to market changes is one relative weakness that may further enhance organizational success.

RECOMMENDATIONS

PTT employees demonstrate excellent performance in meeting deadlines and boosting productivity; however, offering targeted assistance or training could further enhance their ability to prioritize tasks under pressure. To sustain its industry leadership, PTT Management should focus on fostering a culture of innovation and improving responsiveness to market trends, ensuring long-term growth and competitiveness. Aligning employee performance with the company's strategic goals is crucial to maintaining high productivity levels and inspiring workers to contribute to organizational success. Lastly, implementing the proposed strategic plan is essential for achieving these objectives and driving continuous improvement.

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