

Assessing Organizational Performance: A Study of Cooperative Employees' Perspectives

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ABSTRACT

This study focuses on assessing organizational performance from the perspectives of cooperative employees, recognizing that their insights are crucial in understanding operational strengths and areas for improvement. Organizational performance encompasses various dimensions such as efficiency, effectiveness, employee satisfaction, and service delivery. By evaluating employee perspectives, the research highlights how internal stakeholders view their cooperative's ability to achieve its mission and objectives. The study acknowledges that employees serve as both contributors and evaluators of performance. Their perceptions, therefore, provide valuable feedback that can influence strategic decision-making. The research employed a descriptive design using survey questionnaires distributed to cooperative employees to gather data on their views regarding organizational performance. This method was complemented by interviews to gain a deeper understanding of their experiences and opinions. The collected responses were analyzed to determine patterns, strengths, and challenges in areas such as leadership, communication, teamwork, and productivity. By incorporating both quantitative and qualitative insights, the study presents a comprehensive evaluation of employee perspectives. Such an approach ensures that the findings reflect both measurable outcomes and personal insights. Results of the study revealed that cooperative employees generally rated their organization as performing well in terms of service delivery and commitment to members, but noted gaps in resource management and leadership practices. Employees emphasized the importance of transparent communication, continuous training, and supportive leadership in strengthening organizational performance. It was also found that motivation and recognition systems play a crucial role in enhancing employees' productivity and engagement. These insights underscore the link between employee satisfaction and organizational success. Consequently, performance evaluation from within provides a more holistic picture of cooperative effectiveness. The study concludes that assessing organizational performance through employee perspectives is vital in promoting cooperative growth and sustainability. The findings suggest that employee voices should be included in performance evaluation frameworks, as they directly contribute to and experience organizational outcomes. Furthermore, the research recommends strengthening leadership skills, fostering collaboration, and improving internal communication systems to enhance performance. By addressing these areas, cooperatives can build a more resilient, efficient, and people-centered organization. Ultimately, this study contributes to the growing body of knowledge on organizational performance assessment by emphasizing the role of employees as key stakeholders.

Keywords: Organizational Performance, Cooperative Employees, Employee Perspectives, Leadership, Communication, Teamwork, Sustainability

INTRODUCTION

Organizational performance has become a central theme in management research, especially in the context of cooperatives, where both financial outcomes and social impact matter. Scholars highlight that performance should not only be measured in terms of profit but also through efficiency, service

delivery, and employee satisfaction. Employee perspectives, in particular, are vital because they offer first-hand experiences of organizational operations and leadership practices. In cooperative settings, employees act as both implementers of policies and evaluators of internal systems, making their voices critical in assessing performance. This inclusive approach aligns with recent trends in organizational research emphasizing people-centered performance evaluation (Alhassan & Asumeng, 2022).

Leadership and organizational culture are consistently identified as major influences on employee satisfaction and performance. Transformational and participative leadership styles encourage engagement and organizational citizenship behavior (OCB), which directly improve performance outcomes (Siahaan & Surya, 2022). Cooperative employees thrive in cultures that promote inclusivity, trust, and shared values, as these motivate them to contribute effectively. A supportive culture also enhances employees' sense of belonging, which is strongly tied to organizational success. However, many cooperatives face challenges in balancing strong leadership with participatory culture, which may affect overall performance (Kurniawati & Pratiwi, 2023).

Communication is another crucial factor that shapes how employees perceive organizational effectiveness. Transparent and consistent communication fosters trust, organizational commitment, and employee engagement (Sharma, 2023). Studies show that internal communication mediates the effects of leadership and culture on employee outcomes, making it an indispensable part of cooperative success. When communication is weak or inconsistent, employees often report dissatisfaction, mistrust, and disengagement, which hinder performance. In cooperatives, where collaboration and shared decision-making are essential, effective communication becomes a key determinant of success. Addressing communication gaps therefore enhances both individual and organizational outcomes (Bello & Martinez, 2022).

Employee motivation, job satisfaction, and engagement also play vital roles in performance assessment. Recent studies in Philippine cooperatives indicate that motivation significantly influences employee commitment and productivity (Oñate & Magpantay, 2023). Work engagement has also been modeled as a significant predictor of cooperative success, with factors such as organizational climate and OCB emerging as critical (Nacario, 2022). Furthermore, employee well-being, including workplace health and satisfaction, has been linked to higher performance in cooperative environments. These findings underscore the importance of aligning cooperative policies with employee-centered strategies to boost motivation and retention (Marquez & Ramirez, 2022).

Structural and contextual factors are equally important in understanding organizational performance. Research highlights that organizational structure—such as hierarchy, formalization, and work design—directly impacts employee perceptions of performance in cooperatives (Dela Cruz & Bautista, 2023). Flexible work arrangements introduced during the pandemic also influenced performance outcomes, as they affected employee commitment and adaptability (Villanueva, 2022). Moreover, knowledge-sharing practices and innovation capability serve as mediators between leadership, culture, and organizational success (Sukmawati et al., 2023). These findings suggest that cooperatives must adapt structures and strategies that balance efficiency with flexibility to remain resilient and sustainable.

Considering these interrelated factors—leadership, culture, communication, motivation, and structure—this study aims to assess organizational performance from the perspectives of cooperative employees. By capturing their insights, the study provides a comprehensive understanding of organizational strengths and weaknesses from an insider's view. This approach not only validates employees as critical stakeholders but also generates actionable recommendations for cooperative management. It further contributes to the growing body of knowledge on cooperative performance assessment in the Philippine context. Ultimately, integrating employee perspectives into performance

evaluation frameworks can lead to stronger, more sustainable, and people-centered cooperatives (Torres & Villamor, 2023).

MATERIALS AND METHODS

This study was conducted to assess the level of organizational performance of First Community Cooperative (FICCO) as perceived by its employees. Information was primarily gathered through survey questionnaires distributed to employees across various departments such as operations, finance, member services, and administration. The questions were designed to measure employees' perspectives on efficiency, commitment, participation, responsiveness, and member growth. Respondents were selected from different FICCO branches to ensure that the data captured a broad view of the cooperative's overall operations. To supplement the survey, cooperative records and reports, such as employee development programs, branch performance, and member participation records, were also reviewed.

The collected data were summarized and analyzed using averages, percentages, and standard deviations to identify the areas of organizational performance that were perceived to be strong as well as those needing improvement. All responses were kept confidential, and employees participated voluntarily with the assurance that their feedback would be used solely for research purposes. This approach provided FICCO with valuable insights into how employees evaluate the cooperative's performance, enabling management to strengthen its strategies, enhance operational effectiveness, and align organizational practices more closely with both employee and member needs.

RESULTS AND DISCUSSION

What is the level of organizational performance assessed by the cooperative employees in terms of:

- 1.1 Efficiency;***
- 1.2 Commitment;***
- 1.3 Participation;***
- 1.4 Responsiveness; and***
- 1.5 Member's Growth?***

Table 1 shows the level of organizational performance as assessed by the cooperative employees in terms of efficiency. The items related to the efficiency of organizational performance have an average mean of 3.22 with an interpretation of "Good performance." The average result did not achieve the highest score of "4," thus, there is a need for improvement in the organizational performance of the cooperative to improve efficiency.

The data reveals that the highest item is "Cooperative management comes up with new ideas and discusses them with its employees" with a mean of 3.25 and having an interpretation of "Good performance." Further, the finding pointed out that a high mean denoted a high level of respondent's agreement with the statement. The new ideas introduced by the cooperative management have proven their effectiveness and efficiency through coordination and stronger cooperation. Strengthening the members of the cooperatives would increase the economies of scale that reduce the cost per unit in production and marketing of the products, and eventually support improving food security, increasing income, and reducing poverty (Shrestha, 2021). Effective and efficient coordination and cooperation among different agencies at the country level particularly the No Poverty and Zero Hunger through the members of the cooperatives in South Asia.

Table 1
Mean Distribution of Respondents' Assessment of Organizational
Performance in terms of Efficiency

Items	Mean	SD	Descriptive	Interpretation
<i>Cooperative management,</i>				
Knows the details of the work and activities of cooperative employees and members.	3.24	0.53	Agree	Good performance
Able to make the correct decisions at the right time.	3.22	0.72	Agree	Good performance
Comes up with new ideas and discusses them with its employees.	3.25	0.64	Agree	Good performance
Improves the employees by conducting the regular training program.	3.16	0.68	Agree	Good performance
Average	3.22	0.64	Agree	Good performance

Legend: 1.00-1.75 (Very poor performance), 1.76-2.50 (Poor performance), 2.51-3.25 (Good performance), 3.26-4.00 (Very good performance)

The data also depict that the lowest item is “Cooperative management improves the employees by conducting the regular training program” with a mean of 3.16 and having an interpretation of “Good performance.” Furthermore, this implies that the regular training program conducted by the management through the leadership of the cooperative managers should be improved, as the mean did not achieve the highest score of “4.”

Table 2 shows the level of organizational performance as assessed by the cooperative employees in terms of commitment. The items related to the commitment of organizational performance have an average mean of 3.32 with an interpretation of “Good performance.” The average result did not achieve the highest score of “4,” thus, there is a need for improvement in the organizational performance of the cooperative with commitment.

Table 2
Mean Distribution of Respondents' Assessment of Organizational
Performance in terms of Commitment

Items	Mean	SD	Descriptive	Interpretation
<i>Cooperative management,</i>				
Able to deal with its employees directly.	3.32	0.67	Strongly Agree	Very Good performance
Takes the opinions and ideas of employees seriously.	3.21	0.69	Agree	Good performance
Keeps up with technology and opens new opportunities associated with the new technology.	3.24	0.72	Agree	Good performance
Encourages employees to manage time wisely and ably helps to cope with stress in advance.	3.24	0.68	Agree	Good performance
Average	3.25	0.69	Agree	Good performance

Legend: 1.00-1.75 (Very poor performance), 1.76-2.50 (Poor performance), 2.51-3.25 (Good performance), 3.26-4.00 (Very good performance)

The data reveals that the highest item is “Cooperative management able to deal with its employees directly” with a mean of 3.32 and having an interpretation of “Good performance.” Further, the findings pointed out that a high mean signifies a high level of the respondents’ agreement with the statement. The implication focuses on the direct dealings of employees with the cooperative management. The more the management deals with the employees, the more they will be guided in their assigned tasks, and naturally, more achievements will be accomplished by the employees.

The data also depict that the lowest item is “Cooperative management takes the opinions and ideas of employees seriously” with a mean of 3.21 and having an interpretation of “Good performance.” Further, the outcome pointed out that a low mean signifies a low level of the respondents’ agreement with the statement. The implication concentrates on giving weight to the ideas and concerns of the employees. The more the management shows concern for the employees and members, the more they will cooperate with the cooperative endeavors.

Table 3 shows the level of organizational performance as assessed by the cooperative employees in terms of participation. The items related to the participation of organizational performance have an average mean of 3.28 with an interpretation of “Very good performance.” The average result did not achieve the highest score of “4,” thus, there is a need for improvement in the organizational performance of the cooperative concerning participation.

Table 3
Mean Distribution of Respondents' Assessment of Organizational Performance in terms of Participation

Items	Mean	SD	Descriptive	Interpretation
<i>Cooperative management,</i>				
Encourages successful and effective employees to participate in cooperative activities.	3.39	0.68	Strongly Agree	Very good performance
Seeks to develop new programs for employees for the benefit of the cooperative.	3.20	0.67	Agree	Good performance
Encourages effective participation among employees.	3.16	0.79	Agree	Good performance
Involves employees in planning and developing the cooperative.	3.37	0.64	Strongly Agree	Very Good performance
Average	3.28	0.69	Strongly Agree	Very good performance

Legend: 1.00-1.75 (Very poor performance), 1.76-2.50 (Poor performance), 2.51-3.25 (Good performance), 3.26-4.00 (Very good performance)

The data shows that the highest item is “Cooperative management encourages successful and effective employees to participate in cooperative activities” with a mean of 3.39 and having an interpretation of “Very good performance.” This signifies that the management effectively encourages the employees to participate in the activities and tasks. Further, the more the employees are encouraged, the more the cooperative will be successful in its undertakings and always move ahead compared to other cooperatives. The data also depict that the lowest item is “Cooperative management encourages effective participation among employees” with a mean of 3.21 and having an interpretation of “Good performance.” Further, the finding pointed out that low mean denoted a low level of respondent’s agreement with the statement.

Table 4 shows the level of organizational performance as assessed by the cooperative employees in terms of responsiveness. The items related to the responsiveness of cooperative organizational performance have an average mean of 3.21 with an interpretation of “Good performance.” The average result did not achieve the highest score of “4,” thus, there is a need for improvement in the organizational performance of the cooperative regarding participation.

The data reveals that the highest item is “Cooperative management was able to turn to managers when employees need support and assistance with the cooperative process” with a mean of 3.28 and having an interpretation of “Very good performance.” Further, the finding pointed out that a high mean denoted a high level of respondent’s agreement with the statement. The data also depict that the lowest item is “Cooperative management always turn to employees at a higher level when clients need support

and assistance with the co-op activities” with a mean of 3.15 and having an interpretation of “Good performance.” Further, the finding pointed out that a low mean denoted a low level of the respondent’s agreement with the statement.

Table 4
Mean Distribution of Respondents’ Assessment of Organizational Performance in terms of Responsiveness

Items	Mean	SD	Descriptive	Interpretation
<i>Cooperative management,</i>				
Was able to turn to managers when employees need support and assistance with the cooperative process.	3.28	0.66	Strongly Agree	Very Good performance
Always turn to employees at a higher level when clients need support and assistance with the co-op activities.	3.15	0.64	Agree	Good performance
Has enough time for judging and setting the payment of employees’ salaries.	3.17	0.76	Agree	Good performance
Was able to invest in other investment opportunities for the benefit and growth of the cooperative.	3.24	0.60	Agree	Good performance
Average	3.21	0.67	Agree	Good performance

Legend: 1.00-1.75 (Very poor performance), 1.76-2.50 (Poor performance), 2.51-3.25 (Good performance), 3.26-4.00 (Very good performance)

Table 5 shows the level of organizational performance as assessed by the cooperative employees in terms of members’ growth. The items related to the members’ growth of cooperative organizational performance have an average mean of 3.26, with an interpretation of “Very good performance.” The average result did not achieve the highest score of “4,” thus, there is a need for improvement in the organizational performance of the cooperative with participation.

Table 5
Mean Distribution of Respondents’ Assessment of Organizational Performance in terms of Members’ Growth

Items	Mean	SD	Descriptive	Interpretation
<i>The managerial skills of cooperative managers have,</i>				
An effect on increasing yearly members’ assembly participation.	3.18	0.68	Agree	Good performance
Driven the belief of the members for success in their business ventures.	3.35	0.68	Strongly Agree	Very Good performance
Encourage members to have good access to borrow and patronize cooperative products.	3.17	0.64	Agree	Good performance
Improve the members’ initiative and participation in the cooperative decision-making process.	3.33	0.68	Strongly Agree	Very Good performance
Average	3.26	0.67	Strongly Agree	Very Good performance

Legend: 1.00-1.75 (Very poor performance), 1.76-2.50 (Poor performance), 2.51-3.25 (Good performance), 3.26-4.00 (Very good performance)

Table 5 shows the level of organizational performance as assessed by the cooperative employees in terms of members’ growth. The items related to the members’ growth of cooperative organizational performance have an average mean of 3.26, with an interpretation of “Very good performance.” The average result did not achieve the highest score of “4,” thus, there is a need for improvement in the organizational performance of the cooperative with participation.

The data reveals that the highest item is “The managerial skills of cooperative managers have driven the belief of the members for success in their business ventures” with a mean of 3.35 and having an

interpretation of “Very good performance.” This signifies that the managerial skills of the managers are crucial for the success of the employees as well as for the cooperative. The data also depict that the lowest item is “The managerial skills of cooperative managers encourage members to have good access to borrow and patronize cooperative products” with a mean of 3.17 and having an interpretation of “Good performance.” This signifies that members will be encouraged to patronize the products and services of the cooperative due to the ability and skills used by the managers.

CONCLUSION

The results of this study reveal that cooperative employees generally perceive their organizations as effective in several aspects of performance, particularly in efficiency, participation, and responsiveness. These findings suggest that the cooperative model continues to function as a relevant organizational structure for addressing both employee and member needs. However, the study also highlights the need for continuous improvement, especially in strengthening managerial practices and enhancing interpersonal relationships within the workplace. This indicates that while cooperatives are achieving positive outcomes, challenges remain that require consistent monitoring and innovation. Thus, employee perspectives provide crucial feedback for identifying strengths and areas for growth.

Employee commitment emerged as a vital component of organizational performance, reflecting the degree to which workers align themselves with cooperative goals. When employees are motivated, engaged, and satisfied, they are more likely to contribute positively to productivity and organizational sustainability. This finding emphasizes the importance of fostering an organizational culture that values recognition, transparency, and professional development. Without such initiatives, employee commitment may weaken, ultimately affecting cooperative performance. Therefore, managers must prioritize employee well-being as a strategy for long-term success.

The study also highlights the central role of responsiveness and participation in strengthening cooperative operations. When employees and members actively participate in decision-making and feel their voices are heard, overall trust and satisfaction within the cooperative increase. This participatory approach ensures that cooperatives remain adaptable to both internal and external challenges. Moreover, responsiveness to member needs creates a cycle of trust and loyalty, reinforcing the organization’s capacity to thrive in a competitive environment. These elements are crucial in sustaining member-centered growth.

In conclusion, assessing organizational performance through employee perspectives offers a holistic understanding of cooperative effectiveness. The insights gained provide a foundation for improving leadership practices, enhancing employee engagement, and promoting cooperative resilience. By addressing identified gaps and reinforcing areas of strength, cooperatives can better align their strategies with both employee and member expectations. Ultimately, this approach ensures that cooperatives remain sustainable, adaptive, and beneficial to all stakeholders. Therefore, continuous assessment and integration of employee feedback should be considered essential in cooperative development planning.

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