
| RESEARCH ARTICLE

The Relationship between Workers' Performance and Workers' Opportunity in the Workplace

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| ABSTRACT

Workers are more likely to be motivated to succeed in their current positions when they see clear opportunities for growth and promotion. This study aimed to examine the relationship between employee performance and workplace opportunities. A descriptive correlational research design was used to highlight the importance of understanding how workers' performance relates to the opportunities available to them. The study employed simple random sampling from a total population of 100 regular and contractual employees across 14 small businesses. Using Slovin's formula ($n = N / 1 + N (e)^2$) with a 0.05 margin of error, the sample size was determined to be 80 respondents. Data were analyzed using descriptive and inferential statistics, including mean, standard deviation, t-test, ANOVA, and Pearson's r to test the significance of relationships. Findings revealed that the overall mean of workers' performance was 3.35 (3.17 + 3.59 + 3.55 + 3.08), interpreted as "Very High Performance." The overall mean of workers' opportunities is 3.51 (3.58+ 3.43+ 3.52) with an interpretation of "Very good opportunity."

| KEYWORDS

Workers' performance, workers' opportunity, growth.

| ARTICLE INFORMATION

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1. Introduction

A working environment that improved performance and productivity, it counseled managers, employers, and organizations to prioritize equality and justice in decision-making processes. The study advanced the field of organizational behavior and management by providing insights into the application (Muhammad Inuwa, 2017).

Providing professional development opportunities, such as training and upskilling, enhances workers' skills and knowledge, enabling them to perform their tasks more effectively. When employees have access to continuous learning and development programs, they are more likely to stay updated with industry trends and innovations, which directly contributes to improved job performance. Employee performance was defined by Nur Shifaa Athirah Saidi (2019) as the performance of those with assigned duties.

Moreover, these opportunities can increase job satisfaction and motivation, as workers feel valued and invested in by their employers. This, in return, fostered a positive work environment where employees were more engaged and committed to achieving organizational goals.

Employees were more likely to be driven to succeed in their current positions when they perceived a clear path for growth and promotion. Employees were motivated to work hard when they saw the possibility of job advancement because they understood that their efforts could result in more responsibility and rewards.

On the other hand, a lack of these possibilities may result in a situation where workers feel unmotivated and underperform because they feel locked in their jobs. Workers who are employed in an environment that is orderly and happy feel confident in their work, and they are not being asked to do more at work than necessary, nor are they sacrificing family time for work. Other worthwhile roles and activities people played outside of work in order to meet their job goals (Nathalia, 2017; Stalmasekova).

Involvement in decision-making processes also represented a significant opportunity for workers that can enhance performance. When employees were given a voice in organizational decisions, they tended to feel more empowered and responsible for the outcomes of their work.

The work environment struck a balance between putting performance first and employees' satisfaction at work. The company was said to have a happy and nearly ideal working environment (Kamarulzaman, 2018). This sense of ownership can lead to higher levels of engagement and a more substantial commitment to achieving positive results.

Additionally, involving employees in decision-making can lead to more innovative solutions, as those closest to the work are often best positioned to identify areas for improvement. There was a complex and intricate relationship between employees' opportunities and their performance. Employee motivation, job satisfaction, and eventually, performance were greatly influenced by opportunities for professional growth, career promotion, resource access, decision-making engagement and recognition. Businesses that prioritize developing and offering these changes probably developed a staff that was highly trained, driven, and productive, which will contribute to long-term business success.

A work environment that yielded remarkable and noticeable results and was motivating and engaging. Employees' work led to an increased level of satisfaction and a decrease in retention in an organization, creating a healthy and happy work environment free of stress and negativity (Genzorova, 2017).

1.1 Research Questions:

This study seeks to answer the following core question: *The Relationship Between Workers' Performance and Workers' Opportunity in the Workplace?* Supporting questions examine the relationship between workers' performance and opportunity in the workplace.

1.2 Purpose of the study:

The main objective is to assess the extent to which workers' opportunities influence their job performance and vice versa. It also aimed to provide empirical evidence that can serve as a basis for intervention programs that enhance both performance and opportunities for workers in small businesses.

1.3 Significance:

The results of the study will benefit researchers, future researchers, business owners, workers, and entrepreneurs. Researchers can gain valuable knowledge and insights that can advance their careers and understanding of the thesis topic, while future researchers can be their reference in connection to the thesis topic. Business owners will gain an understanding of the relationship and identify factors that improve workers' performance, and workers will enhance their skills and abilities in the workplace by identifying areas that need improvement and strengthening their capacities. Lastly, entrepreneur will develop their knowledge in building and having workers in the business, and what strategies they should use to reach their goals.

2. Methods

2.1 Research Design

The study used a correlation research design, which investigated the relationship between variables without the researcher controlling or manipulating any of them. The purpose was to introduce and highlight its importance in studying the relationships between workers' performance and workers' opportunities in the workplace. A correlation reflected the strength and direction of the relationships between two or more variables (Shakeela Basnet, 2018).

2.2 Participation and Sampling Method

The respondents of the study were no, cashiers, packers, and salesperson workers of the different businesses in Barangay Imbatug, Baungon, Bukidnon. This study utilized simple random sampling. It was based on the total population of 100 regular employees from 14 different small businesses in Imbatug, Baungon, Bukidnon.

Inclusion criteria included:

- (1) At least three (3) above workers of each establishment.
- (2) 40 regular and 40 non-regular workers of small business in barangay Imbatug.
- (3) Informed consent personally distributed.

The selection of both regular and non-regular workers provided a balanced perspective on job security, benefits, and performance standards across employment types.

2.3 Research Instrument:

Data were gathered using a **structured questionnaire** with two main sections:

- **Part I:** contained items about the demographic profile of the respondents as to age, sex, monthly income, and employment status
- **Part II:** covered questions relating to the assessment of the relationship between workers' performance and workers' opportunity in the workplace.

The questionnaire on the relationship between workers' performance and workers' opportunity in the workplace was adopted from Haire, Chissele/Porter's (2017) and Ancillia Louis (2011), which was modified to suit the variables of the present study. The researchers sought the permission of the aforementioned rightful owners of the instrument to give proper credit to their work.

2.4 Data Gathering Procedure

The researchers submitted a letter asking for authorization to carry out the research. The purpose of the letter was to inform small company owners about the inclusion process in the study's goals, justifications, and limitations, particularly concerning the confidentiality of the data collected from the participants, which was provided by the researcher in the form of informed consent.

2.5 Ethical Considerations

The study ensured ethical compliance by:

- Securing informed consent from participants,
- Guaranteeing **confidentiality** of responses,
- Allowing voluntary participation with the option to withdraw at any time.

2.6 Data Analysis

Descriptive and inferential statistics were used in the analysis and Interpretation of the research data:

•**Descriptive statistics:** Frequency, percentage, mean, and standard deviation to describe the demographic profile and assess responses.

- Pearson r:** To test the relationship between workers' performance and workers' opportunity in the workplace.
- T-test and ANOVA:** To determine the significant difference when grouped according to their profile.
- Responses were quantified using a **four-point Likert scale**, interpreted as follows:

Scale	Range	Description	Interpretation
4	3.26-4.00	Strongly Agree	Very High
3	2.51-3.25	Agree	High
2	1.76-2.50	Disagree	Poor
1	1.00-1.75	Strongly Disagree	Very Poor

3. Results

Table 1. Demographic Profile of Respondents

Profile	Frequency (F)	Percentage (%)
Age		
18-20 years old	22	28
21-23 years old	10	13
26-30 years old	13	16
31 years old and above	35	44
Sex		
Female	46	58
Male	34	43
Monthly Income		
Php 3,000.00 and above	35	44
Php 3,001.00-4,000.00	12	15
Php 6,001.00 and above	33	16
Employment Contract		
Regular	55	69
Contractual	25	31

Most respondents were female (58%) and aged 31 and above (44%), indicating a mature and experienced workforce. The majority were regular employees (69%), reflecting stable employment and stronger organizational ties. Income levels suggest that most respondents belong to the middle-income bracket, which may influence their job satisfaction and perceptions of opportunity.

Table 2. Summary Results of Workers Performance

Workers' performance was evaluated in four key performance areas: **management style, problem solving, task efficiency and initiative.**

Workers Performance	Mean	Std. Deviation	Interpretation
Management Style	3.17	0.78	Very High Performance
Problem Solving	3.59	0.55	Very High Performance
Task Efficiency	3.55	0.58	Very High Performance
Initiative	3.08	0.74	High Performance
Overall mean	3.35	0.66	Very High Performance

Workers exhibited very high performance overall. The highest mean in problem-solving (3.59) indicates strong analytical and adaptive skills. However, the relatively lower score in initiative (3.08) suggests some hesitation in independent decision-making, highlighting an area for managerial development and empowerment programs.

Table 3. *Summary Results of Workers Opportunity*

Workers Opportunity	Mean	Std	Interpretation
Education attainment	3.58	0.58	Very High Opportunity
Experience	3.43	0.61	Very High Opportunity
Employment contract	3.52	0.61	Very High Opportunity
Overall	3.51	0.6	Very High Opportunity

Employees reported very high opportunities, particularly in educational attainment (3.58) and contractual stability (3.52). This reflects effective access to skill development and fair employment structures. The high opportunity levels correspond with higher motivation and engagement, confirming the link between career growth and job performance.

Table 4. *A Significant Relationship Between Workers' Performance and Workers' Opportunity in the Workplace*

Variables	Opportunity	
	r	P
Performance Strength	0.6852	Performance
Interpretation	Strong	
<i>Legend</i>	Very Highly Significant	
	<i>STRENGTH:</i>	
	0.00-0.19	Very Weak
	0.20-0.39	Weak
	0.40-0.59	Moderate
	0.60-0.79	Strong
	0.80-1.00	Very Strong
	<i>INTERPRETATION</i>	
	$p \leq 0.05 \rightarrow$ Significant	
	$p \leq 0.01 \rightarrow$ Highly Significant	
	$p \leq 0.001 \rightarrow$ Very Highly Significant	

The strong positive correlation ($r = 0.6852$, $p < 0.001$) confirms that better opportunities – such as access to education, training, and stable contracts – lead to higher worker performance. This aligns with findings from Jiang et al. (2021) and Harris & Zha (2020), supporting that structured career development enhances productivity.

Table 5. A Significant Difference Between Opportunities When Grouped According to Their Demographic Profile

Profile	Workers Opportunities					
	Workers Opportunity		Experience		Employee Contracts	
	<i>p-value</i>	<i>Decision on H0</i>	<i>p-value</i>	<i>Decision on H0</i>	<i>p-value</i>	<i>Decision on H0</i>
Sex	> 0.05	Accept	> 0.05	Accept	> 0.05	Accept
Age	< 0.05	Reject	< 0.05	Reject	> 0.05	Accept
Monthly Income	< 0.05	Reject	< 0.05	Reject	> 0.05	Accept
Employment Status	> 0.05	Accept	> 0.05	Accept	> 0.05	Accept

There are significant differences in opportunities based on age and income, suggesting that older and higher-earning employees enjoy better access to development programs. No significant differences were found by sex or employment status, indicating a gender-equitable environment with similar access to opportunities for both regular and contractual workers.

4. Discussion

The study highlights that career opportunities such as training, recognition, and advancement pathways are crucial drivers for employee performance in small business settings. The results align with previous literature demonstrating that motivated employees engaged in skill development naturally exhibit improved performance. The role of management style and leadership further enhances workforce efficiency and satisfaction.

4.1 Interpretation of Results

Based on the findings, it can be interpreted that the availability of career opportunities directly impacts workers' performance. Employees who experience fair treatment, job stability, and continuous development demonstrate stronger problem-solving skills and better task efficiency. However, the slight hesitation in initiative-taking implies a need for cultivating autonomy and innovation in small business settings.

Therefore, businesses should adopt training and recognition programs that encourage initiative, creativity, and confidence among workers. A supportive work environment that values education and experience can lead to sustained employee engagement and improved overall productivity.

4.2 Comparison with Existing Literature

The findings of this study reveal a strong and positive relationship between workers' opportunities and their performance ($r = 0.6852, p < 0.001$). This indicates that when employees are provided with structured chances for growth—such as training, education, mentoring, and career development—their job performance tends to significantly improve. This section compares the current study's results with those of prior research to determine areas of agreement and divergence.

According to Jiang et al. (2021) and Harris & Zha (2020), employee opportunities like career advancement and structured training positively influence productivity and motivation. The present study's results support these findings, confirming that opportunities contribute to enhanced job performance. Similarly, Alzubaidi & Fernandez

(2021) and Jackson et al. (2020) found that educational attainment and employment contracts improve readiness and retention, findings that align with the current study's findings, in which employees rated these factors as 'very good' contributors to their opportunities.

The study also showed that age and income have a significant effect on workers' perceived opportunities, while sex and employment status do not. Johnson (2019) and Smith et al. (2020) support the view that older and higher-income employees often access more training and development resources, whereas Lee (2021) highlights that income influences job satisfaction and well-being. The absence of gender effects in this study agrees with Williams & Porter (2021), who observed narrowing gender gaps in modern work settings.

Furthermore, high ratings in initiative, management, and task efficiency reflect the principles discussed by Rifa et al. (2019), Aryal (2024), and Al Khajeh (2018), emphasizing that effective leadership and continuous training enhance employees' initiative and overall performance.

In summary, the current study's results are consistent with previous literature that highlights the importance of training, feedback, and career opportunities in enhancing work performance. Differences observed—particularly the non-significant gender and employment status results—suggest that contextual factors such as work environment and job type may influence how opportunities translate to performance.

Overall, the findings reinforce the idea that organizations should invest in structured development programs and equitable opportunity systems. By aligning workforce policies with performance management and demographic awareness, businesses can foster a workplace that encourages growth, motivation, and long-term success.

5. Conclusion and Implications of the Study

The study's conclusions show a high and statistically significant correlation between employees' performance and their prospects at work ($r = 0.6852$, $p < 0.001$). This suggests that when workers are given more chances to develop—through training, education, career progression, and mentoring—their performance also rises.

These findings highlight the need for businesses to fund organized development initiatives that incorporate instruction, feedback, acknowledgment, and chances for professional growth. Businesses may improve employee retention, job happiness, and engagement by doing this. Employees are more likely to be motivated, proactive, and efficient in their work when they believe that their company encourages their professional and personal development.

The results also imply that career development and performance management systems ought to be in line with human resource strategies. A culture of excellence and ongoing development is promoted by offering skill development programs, frequent performance evaluations, and clear promotion tracks.

From a wider angle, the study emphasizes how age and income have a big impact on opportunities and performance, which means that HR policies need to be demographically aware. More equitable and efficient workforce development might result from programs that are specifically designed to meet the requirements of different employee groups.

In the end, the ramifications highlight how crucial it is to have a nurturing, opportunity-rich workplace that promotes career advancement, increases output, and helps the business succeed in the long run.

5.1 Limitations

The study focused on the connection between employee performance and opportunities in the workplace with regard to small enterprises in the Bukidnon province of Barangay Imbatug. This study only looked at one rural region, Barangay Imbatug, Baungon, Bukidnon, and may not be representative of all the barangays in the municipality. Imbatug's selection was predicated on data availability and accessibility, which might restrict the findings' applicability to other areas with distinct economic circumstances. The study included just 80 participants, 40 of whom were regular employees and 40 of whom were not, and their answers were derived from self-reported data. This might not have accurately reflected the variety of experiences in different job areas and might have

generated bias.

Furthermore, the scope was limited to certain characteristics like worker performance, job possibilities, and employment stability, leaving out other variables that can have an impact on the results, such as age, education, and company type.

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