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Research Paper

Role of Peer Attitudes in Shaping Employee Productivity of Non-Teaching Staff in a Government Agency Division in the Philippines

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Abstract

Peer attitudes can exert a powerful influence on individuals, both directly and indirectly, shaping their behaviors, beliefs, and even their personal development. This study determined the impact of peer attitudes on the productivity of non-teaching staff in a division office of a government agency in the Philippines. Employing a descriptive-quantitative design, the study assessed the role of peer attitudes in shaping the non-teaching staff's employee productivity. Data were collected from 65 government agency employees using a researcher-structured questionnaire prepared through Google form and distributed via Facebook Messenger and personal emails. Statistical tests included frequency count, percentage, weighted mean, and the Spearman Rank Correlation technique to quantify the strength and direction of the relationship between PAT and employee productivity. The findings highlighted the vital role of positive peer interactions in boosting employee productivity and cultivating a collaborative work environment. Although negative behaviors are infrequent, addressing disruptive attitudes to ensure a workplace where positive interactions flourish and a strong organizational identity thrive is essential. While challenges related to peer attitude rarely occur in the agency, the researchers suggest a roadmap for molding staff employee productivity. This study can serve as baseline information for developing studies on the effects of peer attitudes toward employee productivity and fostering a healthier workplace culture among government educational institutions.

Keywords: *Employee Productivity, Emotional Intelligence, Government Agency in the Philippines, Positive and Negative Attitude, Peer Interaction, Work Ethics*

INTRODUCTION

In the evolving public service landscape, peer attitudes significantly influence employee productivity. Conversely, a positive attitude among employees can significantly enhance productivity by fostering greater job commitment, respect for colleagues, helpfulness, and willingness to take calculated risks. This supportive atmosphere boosts individual performance and strengthens team dynamics, resulting in innovative solutions and overall organizational success.

Various studies have highlighted the impact of peer attitudes on productivity. For instance, Georganas et al. (2015) found that employees tend to increase their productivity when they know they are being observed by peers, especially in team-based settings, demonstrating the motivating effect of social accountability. Reyniers (2018) emphasized how intrinsic motivations, such as the desire to conform and compete, enhance productivity through peer influence in Germany. However, a study in the United States identified negative consequences of peer pressure, especially in safety-critical environments, where employees may adopt unsafe practices (Pooladvand & Hasanzadeh, 2024). Furthermore, Yao (2024) noted that individual traits and gender can influence how productivity is affected by peer dynamics. While these studies are conducted in various industries,

Yulisna et al. (2024) is more focused on education. Their study found a strong positive correlation between peer influence and academic motivation in the Indian educational context. This study demonstrated how peer attitudes significantly affect students' motivation and learning performance.

Recent studies in the Philippines have focused on the role of positive co-worker relationships and attitudes in enhancing job satisfaction and performance. Positive employee attitudes contribute to higher work standards and greater enjoyment (Estacio, 2021; Cabrera & Estacio, 2022). Work attitudes were influenced by work arrangements and employer support during the COVID-19 pandemic (Caringal-Go et al., 2021). In industries such as poultry, co-worker relations have been linked to product quality (Campos, 2024), whereas in electronics, job efficiency and organizational commitment correlate with promotions (Rodriguez, 2023). These studies underscored the importance of fostering positive attitudes and relationships to improve employee satisfaction and performance. However, no study in the local context has focused on the education sector.

While many studies have focused on workplace relationships and overall employee morale, no research has investigated how peer attitudes, distinct from general workplace culture, directly affect productivity in a government educational institution setting. Thus, this study examined a division office of a certain government agency in the Philippines that focused on supporting local schools with an emphasis on improving educational quality and providing administrative support. Given that the subject division office is relatively new (established in 2022) and consists of 75 non-teaching staff members, there is an opportunity to explore how staff's peer attitudes influence employee productivity and collaboration, which are key factors in the agency's ability to fulfill its mission of supporting education. The subject of the study being a newly established office offers a unique case study for research, as it allows observation of the formation of organizational culture and employee attitudes without entrenched norms. Unlike private sector firms reliant on financial incentives and structured performance metrics, peer influence and intrinsic motivation shape new government offices. Older agencies often experience institutional inertia, making it difficult to assess how peer dynamics directly affect productivity. In contrast, a new office provides insight into how emerging norms and informal interactions shape work ethics and performance.

Peer attitudes among administrative staff influence key aspects of education. A positive workplace culture improves educational quality by enhancing decision-making and resource management. Supportive attitudes toward other employees foster a better work environment, boosting employees' morale and performance. Moreover, effective policy implementation in educational institutions relies on administrative cooperation to ensure that institutional goals are met appropriately. Additionally, peer interactions shape the student experience by affecting school climate and operational efficiency, ultimately contributing to a more enriching educational environment. Positive peer attitudes are relevant for enhancing co-worker relationships. According to Tran et al. (2018), healthy workplace interactions positively affect employees' working behaviors. Since positive peer attitudes support employee productivity, it is also in this context where the researchers considered specific factors on peer interaction (Bella, 2023), work ethics (Rai et al., 2023), and emotional intelligence (Levitats et al., 2025) to measure employee productivity in consideration of their importance in establishing positive workplace behavior in collaborative and independent work settings. Therefore, insights from conducting a study on peer attitudes can inform workplace strategies for effective and efficient education administration.

This study determined the role of peer attitudes in shaping employee productivity in a government agency in the Philippines. Specifically, the study assessed how positive or negative peer attitudes influence employee productivity in terms of peer interaction, work ethics, and EI. Moreover, the study identified the challenges encountered in peer attitude that can impact team

cohesion and morale. Ultimately, the researchers proposed strategies as a valuable roadmap for government agencies in their quest for more supportive peer interactions. These strategies can also be implemented in newly established start-up organizations across different industry sectors, where organizational culture and employee attitudes develop organically.

LITERATURE REVIEW

A comprehensive review of related literature was obtained from diverse sources to furnish a clear understanding of the topic at hand. The following are presented in this section: the underpinning theory to this study and the concepts of peer attitude on employee productivity.

Social Learning Theory

Albert Bandura's Social Learning Theory, as cited by Rumjaun and Narod (2020), is central to this study, highlighting the role of observational learning in social contexts. In the workplace, employees often model positive behaviors, such as enthusiasm and collaboration, which boost productivity. Bandura's emphasis on self-efficacy demonstrates how peer support builds confidence. Peer influence enhances teamwork, motivation, and perseverance, ultimately improving employee performance, even in remote work environments. This is particularly relevant in Philippine educational institutions, where interpersonal relationships are vital (Amalia et al., 2023; Gerhards & Gravert, 2016).

Employees often boost productivity by observing and modeling peers' behaviors, especially in environments where performance is visible (Legg, 2023; Georganas et al., 2015). Individuals tend to increase effort, particularly in team-based compensation settings. Bandura's theory highlights the role of cognitive processes in learning from social interactions, influencing responses to peer behaviors (Ansani & Samsir, 2022). The theory suggests that employees model-positive behaviors, such as collaboration, to boost productivity and self-efficacy, highlighting the role of peer influence and observational learning.

Applying workplace dynamics in a government educational institution setting, this study explains how non-teaching staff's peer attitudes affect their employee productivity. Applying Bandura's Social Learning Theory, employees' model positive behaviors, such as cooperation, respect, and willingness to help others, which affects their productivity through observational learning, strengthening workplace culture, and motivation. The strategic role of peer relationships in shaping workplace morale, self-efficacy, and overall organizational success cannot be underestimated. Accordingly, this study was premised on the fact that peer attitudes, whether positive or negative, and the challenges encountered by non-teaching staff affect their employee productivity, where the proposed strategies are needed for them to be highly engaged in their work to further enhance their productivity. Thus, the conceptual model presented in Figure 1 is anchored on this theory to examine the role played by peer attitudes in shaping the productivity of non-teaching staff in a government educational institution.
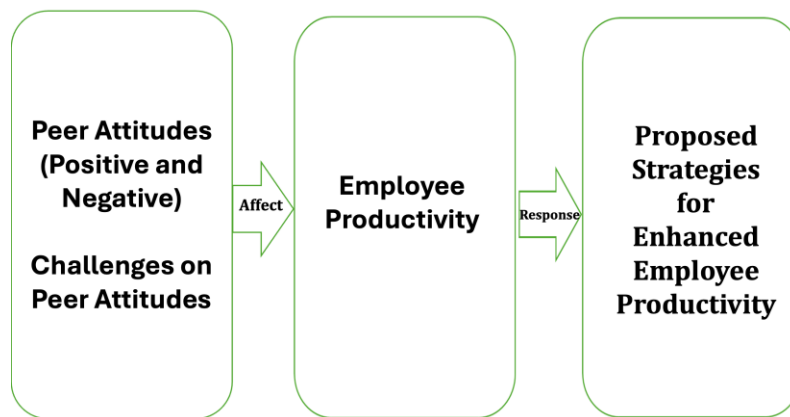
Figure 1. Conceptual Framework

Influence of Peer Attitudes on Employee Productivity

How employees perceive their colleagues' behaviors may influence workplace productivity. Radu (2023) stated that a positive workplace culture, shaped by peer attitudes, boosts productivity. Positive attitudes, such as job satisfaction and commitment, can reduce productivity loss, but employees may post up to a 10% increase in productivity despite peer challenges (Lohela-Karlsson et al., 2022; Brune et al., 2020).

Negative peer attitudes can hinder productivity and lead to disengagement (Lindquist et al., 2022). Research shows that a 10% increase in co-worker productivity boosts individual output by 5.3%, while a decline reduces it by 3.2%. Positive work histories create lasting positive impressions, whereas negative attitudes diminish innovation (Marlow & Dabbish, 2015; Gomathy et al., 2022). While peer attitudes impact productivity, individual motivation and external incentives are crucial for maximizing outcomes.

Positive peer interactions foster collaboration, idea sharing, and support, boosting motivation and productivity. Employees often strive to align their productivity with peer standards, driven by a desire to conform (Reyniers, 2018). Employees with strong EI are more adept at navigating workplace challenges, which enhances overall performance and productivity (Negi et al., 2023). Therefore, peer attitudes and a strong culture of support influence individual productivity and contribute to a more engaged workforce (Purmanto et al., 2023).

A supportive work environment is essential for psychological health and productivity. Conversely, while competitive interactions can foster resilience, toxic competitiveness harms employee performance and well-being, reducing motivation and productivity (Mehmood et al., 2024; Darden, 2014). This study highlights the impact of negative peer attitudes on productivity and offers strategies to improve workplace relationships.

Relationship between Challenges Encountered and Perceived Influence of Peer Attitude on Employee Productivity

Organizational policies (Green, 2016), and employee-manager relationships (Dlamini et al., 2022) have been identified as significant factors that influence employee productivity and performance. Thus, organizations should carefully consider both their policies and employee–manager relationships. Moreover, several studies have demonstrated a positive relationship between EI and employee productivity, job satisfaction, and performance (Balamurugan & Nivetha, 2018; Rivai et al., 2019). Work ethics, including teamwork, attitude, and discipline, positively influence productivity (Mauluddin, 2018; Pardede, 2020). Lastly, peer support can enhance the transfer of skills from training to the workplace (Ochoi, 2023). These studies imply that

organizations should prioritize EI development, cultivate strong work ethics, and encourage peer support to improve employee productivity, satisfaction, and performance. Collectively, these factors contribute to a more efficient and harmonious work environment, ultimately driving organizational success.

While the above studies clearly indicate that peer attitude is crucial to significantly impact employee productivity in the workplace, the researchers believe that other factors can also hinder or enhance employee productivity. In this study, the perceived influence of peer attitude may positively or negatively affect employee productivity considering the challenges experienced in the workplace due to peer attitude. Thus, this study explored whether these challenges on peer attitude affect employee productivity as influenced by peer attitude. In reference to this study, the researchers developed the following null hypothesis:

Ho: No significant relationship was found between the challenges encountered and the perceived influence of peer attitude on employee productivity.

METHODOLOGY

The study used a descriptive-quantitative research design to determine the role of peer attitudes in shaping the productivity of non-teaching staff in a division office of a government agency in the Philippines. According to McCombes (2023), this method accurately and systematically describes a population, situation, or phenomenon in the subject government educational institution to determine the perceptions of administrative staff on the impact of peer attitudes on their productivity. The study's respondents comprised 65 employees from 75 non-teaching staff in a division office of a government agency in the Philippines. The remaining 10 employees were selected for pilot testing before the actual mass survey to the remaining non-teaching staff. The rationale behind targeting all the employees considering the small size of the population was based on the assumption that their extensive experience and exposure to the different aspects of the agency would provide a more comprehensive understanding of the organization's workplace culture and that they are knowledgeable enough to provide answers related to peer attitude and relationships, and how this is affecting their productivity as employees. The research provides a comprehensive understanding of how peer attitudes influence productivity at different hierarchical levels within the organization by including all employees with diverse roles. Examining interactions among employees of varying positions offers valuable insights into workplace dynamics, leadership influence, and team collaboration across the entire organization.

The researchers designed a straightforward structured questionnaire for easy response. Two experts from an academic institution validated the questionnaire, which consists of 40 items. Their suggestions were incorporated into the final questionnaire. The self-assessment of peer attitudes in the workplace has 18 items, with nine items each for negative and positive attitudes. The influence of peer attitudes on employee productivity has three dimensions: peer interactions, work ethics, and emotional intelligence. Each dimension contains 5 items, for 15 items. The section on challenges encountered by employees due to peer attitudes contains 7 items. The questionnaire employed a 5-point Likert Scale: 1.00-1.79=Never; 1.80-2.59=Rarely; 2.60-3.39=Sometimes; 3.40-4.19=Often; and 4.20-5.00=Always. The pilot test was carried out on 10 employees who were not included as study samples. The questionnaires were distributed through a Google form shared via Facebook Messenger and personal emails for one week starting on October 12, 2024.

Ethical consideration was observed in the questionnaire, ensuring the privacy of the respondents and the confidentiality of data. Collected data were tallied, tabulated, and analyzed using frequency, percentage, and weighted mean. Moreover, to test the hypothesis, the Spearman

rank correlation was employed.

FINDINGS AND DISCUSSION

This part of the study explores how the results of the survey on peer attitudes influence employee productivity in a government agency in the Philippines. The following results highlight the key findings related to the impact of PATs.

Reliability Statistics

The internal consistency of the questionnaire items for each indicator was evaluated to ensure the validity of the measures used in this study. Table 1 shows the reliability measures.

Table 1. Reliability Statistics

Sub-Dimension	Cronbach's Alpha	Number of Items
The Positive Influence of Productivity	0.918	9
The Negative Influence of Productivity	0.946	9
Peer Interaction	0.915	5
Work Ethics	0.923	5
Emotional Intelligence	0.816	5
Challenges Encountered on Peer Attitude	0.914	7

The Cronbach's alpha values in the table, ranging from 0.816 to 0.946, indicate strong reliability, which, as highlighted by Ahmed and Ishtiaq (2021), reduces measurement errors and enhances the validity of the findings. This suggests that a well-constructed scale with high reliability ensures more accurate and valid results.

Respondents' Profile

The remaining administrative staff in a division office of the subject government agency participated in the survey, except for the 10 employees sampled for pilot testing. The respondents comprise all employees across all positions, from entry-level workers to top management. Table 2 presents the respondents' profiles in terms of age, sex, marital status, and length of service.

Table 2. Respondents' Profile

Profile Variable	Frequency	Percentage
Sex		
Male	22	34
Female	43	66
Age		
20–30 years old	25	38
31–40 years old	29	44
41–50 years old	7	11
Over 50 years old	4	6
Length of the Service		
Less than a year	9	14
1-5 years	29	44
6-10 years	17	26
11-15 years	6	9
16-20 years	3	5

Profile Variable	Frequency	Percentage
Over 21 years	1	2
Marital Status		
Single	35	54
Married	30	46

The respondents' profile shows that the majority are females aged 40 years, indicating that they belong to a group with experience and expertise, which may shape their views on peer interaction and productivity (Brune et al., 2018). According to Mário et al. (2023), middle-aged employees are preferred as co-workers and leaders in the workplace. Many of the respondents had 1-5 years of service, suggesting they are still adapting to the organizational culture, as backed up by Lestari and Sinambela (2021). Lastly, singles dominate the workforce, which may impact how peer attitudes affect work dynamics, as single employees often prioritize career advancement differently (Gajdová, 2024).

Peer attitudes influence individual productivity

Peer attitudes significantly influence individual productivity, whether positive or negative. Positive peer attitudes can enhance motivation, job satisfaction, and overall performance, whereas negative attitudes may lead to decreased morale, disengagement, and lower productivity levels. By analyzing the impact of peer attitudes on individual performance, researchers can identify strategies to promote positive interactions and mitigate the harmful effects of negativity, ultimately contributing to a more effective and harmonious workplace.

Positive Influence of Peer Attitude on Individual Productivity

This is a supportive and encouraging outlook characterized by cooperation, respect, and a willingness to help others, fostering a collaborative and uplifting work environment. Table 3 presents the nine positive behaviors that an employee may possess.

Table 3. Positive Influence of Peer Attitude on Individual Productivity

Indicator	Weighted Mean	Descriptive Rating
Respect for others (Being polite and acting professionally)	4.58	Always
Helpfulness (Assisting someone else in times of need)	4.46	Always
Job commitment (fulfilling one's duties and presenting impeccable work behavior)	4.46	Always
Ladder Climbing (Preferring stability in one's job)	4.29	Always
Search for fulfillment (having a strong sense of purpose and being a visionary)	4.26	Always
High Achievement (Setting goals and visualizing their realizations)	4.18	Often
Infectious Excitement (having a can-do attitude/enthusiasm)	4.15	Often
Innovation (Thinking of new processes to make things easier for others)	4.10	Often

Indicator	Weighted Mean	Descriptive Rating
Risk Taking (Embracing uncertainty and stepping outside one's comfort zone)	3.93	Often
General weighted mean (GWM)	4.27	Always

As shown in Table 3, peer attitudes positively impact individual productivity, with "respect for others, being polite, and acting professionally" receiving the highest mean (4.58), suggesting that respectful and professional behavior among peers is key in enhancing productivity. Professional respect from co-workers positively influences work meaningfulness and performance, reinforcing professionalism's importance (Zhou et al., 2023).

However, "embracing risk and uncertainty" had the lowest mean (3.93), indicating that while peer attitudes generally boost productivity, risk-taking and stepping outside one's comfort zone were less strongly endorsed. Managers' risk tolerance and creativity rewards can influence employees' willingness to take risks; thus, organizations should support leaders in learning from experiences that challenge their comfort zones (Clark, 2016; McCauley & Yost, 2021).

The respondents agreed that peer attitudes had a consistently positive effect on productivity (mean of 4.27), which reinforces the idea that workplace culture shaped by peer relationships plays a significant role in motivation and performance. However, the low risk-taking score indicates a potential area for growth in fostering an environment where employees feel safe and supported in exploring new ideas, even when they come with uncertainties. This aligns with Brune et al.'s (2020) research, which highlighted the importance of positive peer interactions in driving employee performance and suggested that integrating risk-friendly attitudes could enhance productivity even further.

Negative Influence of Peer Attitude on Individual Productivity

This is a dismissive or discouraging outlook that individuals display toward their colleagues, which can include criticism, lack of support, or hostility, leading to a toxic work environment and hindering collaboration and morale. Employees with negative attitudes often focus on merely meeting minimum requirements, showing little interest in innovation or improvement (Gomathy et al., 2022). Table 4 shows how negative peer attitudes affect individual productivity, highlighting different negative workplace behaviors.

Table 4. Negative Influence of Peer Attitude on Individual Productivity

Indicator	Weighted Mean	Descriptive Rating
Jumping to conclusions (Not listening to all sides of the story before jumping to conclusions)	2.27	Rarely
Easily Offended (Feeling deeply hurt when his random acts of kindness go unnoticed.)	2.20	Rarely
Emotional Instability (Getting mad over anything that goes against his values, no matter how insignificant the issue.)	2.18	Rarely
Stubbornness (Believing in being right always and never compromises)	2.13	Rarely
Feelings of Insecurity (Spending too much time wondering why good things never happen to him, and not having enough time working to make good things happen.)	2.00	Rarely
High intolerance (finding everything in the	1.98	Rarely

Indicator	Weighted Mean	Descriptive Rating
workplace to be irritating)		
Diminished social interaction (driving away team members with cold vibes)	1.86	Rarely
Victim Mentality (Looking for scapegoats and blaming others for his/her problems, incompetence, or negligence.)	1.78	Never
Sense of Entitlement (Not being grateful when someone does a nice thing for him)	1.69	Never
General weighted mean (GWM)	2.01	Rarely

Respondents indicated that they "rarely" jump to conclusions or fail to listen to all sides (2.27). Although this behavior is uncommon, it can still negatively impact the workplace. Kriz et al. (2021) emphasized the importance of effective listening for communication and motivation, whereas Cohen et al. (2014) highlighted how individuals with strong moral integrity are less likely to engage in harmful behaviors. On a positive note, respondents reported "never" feeling a sense of entitlement or failing to express gratitude (1.69). This suggests a culture of appreciation and respect in the workplace. Bregenzer et al. (2022) and Williams et al. (2017) showed that gratitude improves well-being and contributes to happiness at work.

The overall mean of 2.01 for the negative influence of peer attitudes suggests that such behaviors are infrequent, indicating a predominantly positive and supportive work environment. This aligns with the notion that respect, listening, and appreciation can foster higher levels of engagement, performance, and employee well-being in a workplace culture. Although negative peer behaviors may occasionally arise, they do not seem to significantly undermine the overall positive impact on productivity. In conformity, Foulk et al. (2016) stated that this contagion effect highlights how even infrequent negative behaviors can have lasting repercussions on social dynamics, as they activate a network of hostile responses in individuals. According to Verschuren et al. (2021), negative workplace behaviors, though rare, can still impact team dynamics and productivity. Early signs include disengagement and passive resistance. Organizations can counteract these by fostering open communication, ensuring fair treatment, and promoting appreciation (Larroza et al., 2024). Proactively addressing these factors helps maintain a positive and supportive work environment.

Influence of Peer Attitude on Employee Productivity

The influence of peer attitude on employee productivity refers to how colleagues' behaviors and outlooks can affect an individual's work performance. Positive peer attitudes can boost motivation and engagement, whereas negative attitudes can lead to decreased morale and lower productivity. This study examined how peer attitudes influenced employee productivity in terms of peer interaction, work ethics, and EI.

Peer Interaction

Peer interaction is the relationship among colleagues in a workplace. Employee communication, collaboration, and support significantly impact teamwork, morale, and overall productivity. Positive peer interactions foster a sense of belonging and cooperation, whereas negative interactions can lead to conflict and decreased effectiveness. Table 5 explores the influence of peer interactions that most employees encounter or feel inside the work environment.

Table 5. Peer Interaction

Indicator	Weighted Mean	Descriptive Rating
Collaborating with peers improves the quality of my work.	4.58	Always
I communicate with my peers to enhance my understanding of tasks.	4.55	Always
I receive support from my peers to motivate me to perform better.	4.46	Always
Addressing conflicts with peers leads to stronger relationships.	4.52	Always
I honestly believe that constructive feedback from my peers is valuable for my personal and professional growth.	4.60	Always
General weighted mean (GWM)	4.54	Always

As shown in Table 5, the respondents strongly agreed that constructive feedback from peers is crucial for personal and professional growth (4.60). This highlights the importance of peer feedback as a development tool that builds confidence, strengthens relationships, supports reflective practices, and fosters creativity (De Stobbeleir et al., 2020; Wingrove et al., 2015).

The lowest mean (4.46) was reported for receiving peer support to motivate better performance. While peer support was valued, it was not rated as highly as constructive feedback or professional growth, suggesting that it may not be perceived as consistently impactful. Kachalla (2014) emphasized the importance of workplace support to improve employee motivation and performance. Organizations with formal PSPs tend to have higher workplace morale and better institutional performance (Alphanto et al., 2025). This emphasizes the importance of fostering strong peer networks and providing professional development for all employees. The relatively lower rating on the peer support system implies that the organization must strengthen the implementation of formal peer support programs, such as mentorship initiatives and buddy systems. These structured programs foster collaboration, knowledge-sharing, and emotional support, thereby enhancing employee engagement and productivity.

Overall, the general weighted mean of 4.54 indicates that the respondents have positive perceptions of peer interactions, viewing them as key to fostering trust, collaboration, and employee success. This suggests that while peer support may vary in its direct impact, the overall environment shaped by peer feedback and mutual support is a valuable contributor to organizational success. The results imply that organizations that prioritize feedback and create a collaborative culture are likely to see improved employee performance and engagement. Establishing common objectives helps unify team efforts and enhances collaboration (Scott & Manning, 2022). Likewise, an effective communication system is also important for successful collaboration (Conde et al., 2023; De Ramos & Briones, 2024; Laco et al., 2024; Mahmood et al., 2023).

The study further highlighted how non-teaching staff's peer attitudes can significantly impact educational-related issues, including collaboration, workplace efficiency, and institutional support. Positive peer relationships improve teamwork and employee support at all levels, which can indirectly enhance the provision of quality services to students and other stakeholders and ultimately improve overall school performance.

Work Ethics

Work ethics is defined as a set of values and principles that guide an individual's behavior in a professional setting. This includes traits such as responsibility, diligence, integrity, and

commitment to quality. Strong work ethics drive employees to take their jobs seriously, meet deadlines, and contribute positively to the workplace culture, ultimately enhancing overall productivity and team dynamics. Table 6 demonstrates how work ethics-focused peer attitudes positively affect employee productivity.

Table 6. Work Ethics

Indicator	Weighted Mean	Descriptive Rating
I feel accountable to my peers, which drives me to meet deadlines.	4.23	Always
I perform better at work when my peers demonstrate strong work ethics.	4.50	Always
I improve my work habits due to inspiration from my peers' positive work ethics.	4.49	Always
I maintain a high standard of professionalism due to the organization's workplace culture.	4.52	Always
I believe that teamwork and collective effort can result in better outcomes.	4.64	Always
General weighted mean (GWM)	4.48	Always

The respondents strongly agreed that teamwork and collective effort lead to better outcomes (4.64), highlighting the importance of collaboration in achieving success. Research consistently supports that teams can accomplish tasks more effectively with teamwork and supportive conditions, cohesiveness, and collective efficacy (Ganotice et al., 2022; Moberly, 2016; Salas et al., 2018).

Overall, respondents rated work ethics highly with a general weighted mean of 4.48, emphasizing the importance of strong work ethics in the workplace. This suggests that employees understand that collaboration is crucial for long-term success when paired with a commitment to shared goals and strong ethical standards. High work ethics within teams not only enhance individual contributions but also ensure that collective efforts are focused, efficient, and aligned with organizational values, further reinforcing the importance of teamwork in achieving superior outcomes. This aligns with the literature, which underscores that EB fosters job satisfaction, trust, and organizational success. Moreover, promoting ethical behavior is critical for job satisfaction, trust, long-term growth, and organization stability (Al-Nashash et al., 2018; De Zoysa, 2022).

Emotional Intelligence

Emotional intelligence refers to the ability to recognize, understand, and manage one's own emotions, as well as the emotions of others. In the workplace, it involves skills such as empathy, self-regulation, and effective communication. Table 7 illustrates the impact of peer attitudes on employee productivity, particularly regarding emotional intelligence.

Table 7. Emotional Intelligence

Indicator	Weighted Mean	Descriptive Rating
I confirm that the emotional states of my peers affect my mood and productivity.	3.35	Often
I enhance my work experience when my peers demonstrate empathy.	4.07	Often
Emotional intelligence among my colleagues leads to better communication.	4.43	Always
I feel comfortable discussing personal or work-related issues with my peers.	4.03	Often

Indicator	Weighted Mean	Descriptive Rating
I understand that the emotions of my peers help me collaborate more effectively.	4.09	Often
General weighted mean (GWM)	3.99	Often

Respondents strongly agreed that emotional intelligence among colleagues enhances communication (4.07). This indicates that emotional intelligence is a crucial factor for improving workplace communication. Emotionally intelligent behavior promotes clearer and more empathetic communication, which is essential for collaboration, conflict resolution, and productivity. Belogrudova and Antonova (2021) found a strong correlation between emotional intelligence and communication skills, while Manna (2019) highlighted the role of emotional intelligence in enhancing interpersonal competencies. EI also positively impacts work performance and job satisfaction (Narayan & Narashiman, 2014).

However, respondents reported a lower mean (3.35) regarding the influence of peers' emotional states on their mood and productivity. While recognizing that peer emotions affect mood, this influence was perceived less strongly. Positive and negative emotional contagion can impact team dynamics, influencing motivation and psychological safety (Liu et al., 2015).

Overall, the findings indicate that the non-teaching staff still value EI (3.99), indicating a strong belief in its importance for workplace success. Emotional intelligence helps reduce job stress, which in turn boosts employee productivity (Del Castillo-López & Domínguez, 2024). While peer emotions may influence mood to some extent, EI is seen as a more critical and consistent factor in enhancing communication, collaboration, and productivity in the workplace.

Challenges Encountered by Peer Attitude

The challenges encountered in peer attitude include difficulties, obstacles, or problems that require effort, skill, or perseverance to overcome. These challenges can arise in personal, professional, social, or academic contexts—and often represent situations that test a person's abilities or resources. However, challenges are often viewed as opportunities for growth, learning, and innovation because overcoming them often leads to personal or professional development. Effectively addressing and overcoming these challenges are essential for maintaining a positive work environment and ensuring optimal performance. Table 8 presents the challenges regarding peer attitudes in the workplace.

Table 8. Challenges Encountered by Peer Attitude

Indicator	Weighted Mean	Descriptive Rating
Prejudice (An unfair and unreasonable opinion or feeling, especially when formed without enough thought or knowledge; an unjustified negative attitude toward a person based on his or her membership in a particular group.)	2.58	Rarely
Ethnocentrism (The tendency to regard one's group, culture, or nation as superior to others)	2.52	Rarely
Stereotypes (A fixed idea about what a particular type of person is like, especially a wrong idea; a set of beliefs about a group that is applied universally to all members of that group.)	2.50	Rarely
Blaming the victim (Making incorrect causal attributions linking aggressions with perceived group characteristics)	2.21	Rarely
Discrimination (Barring an individual from		

Indicator	Weighted Mean	Descriptive Rating
membership in an organization or from a job because of his or her membership in a particular group.)	1.84	Rarely
Backlash (Negative reaction to members of previously underrepresented groups gaining power and influence)	1.73	Never
Harassment (Consciously shunning verbally or physically abusing an individual because of membership in a particular group.)	1.64	Never
General weighted mean (GWM)	2.15	Rarely

As shown in Table 8, respondents reported that they rarely encounter prejudice, ethnocentrism, stereotypes, victim blaming, and discrimination. This implies that these negative attitudes are not a frequent workplace issue. Moreover, backlash and harassment never occur in the organization. This is attributable to the effective diversity and inclusion initiatives, increased awareness of bias, strong leadership promoting respect, and a focus on professionalism and merit, all of which create an environment that discourages discrimination and fosters inclusivity within the organization. Although unjustified negative attitudes rarely occur, they can be reduced through positive intergroup contact and shared identities (Dovidio et al., 2019; Whitaker et al., 2018). As further confirmed by Gomathy et al. (2022), if these will be totally eradicated in the workplace thus resulting to having employees exhibiting positive attitude toward their job, co-workers, and the company then everyone are more likely to make helpful suggestions which can be contributory to the success of the organization.

Relationship between Challenges and Perceived Peer Attitudes Influencing Employee Productivity

The relationship between the challenges encountered and the perceived influence of peer attitude on employee productivity—specifically in terms of peer interaction, work ethics, and emotional intelligence—was analyzed using the Spearman rank correlation. Table 9 presents the results of the statistical analysis for testing the null hypothesis, stating the following: Ho: There is no significant relationship between the challenges encountered and the perceived influence of peer attitude on employee productivity.

Table 9. Relationship between Challenges and Perceived Peer Attitude Influence on Employee Productivity

	Variables	Correlation coefficient (r)	p-value	Decision (α = .05)	Conclusion
Challenges Encountered	Peer Interaction	-.099	.373	Accept Ho	Not significant
	Work Ethics	-.010	.929	Accept Ho	Not significant
	Emotional Intelligence	-.043	.678	Accept Ho	Not significant

The correlation coefficient results indicate no significant relationship between challenges and perceived peer attitude influence on employee productivity in terms of peer interaction, work ethics, and emotional intelligence. Therefore, the null hypothesis is accepted. The results suggest that the challenges employees encounter do not significantly affect how peer attitudes influence productivity in these areas. In essence, it highlights that while challenges can affect productivity,

the underlying factors of peer interaction, work ethics, and emotional intelligence are often resilient and can even be strengthened through the process of overcoming challenges. However, a more comprehensive understanding of the complex interplay between challenges, individual traits, and productivity is crucial for recognizing the existence of other, potentially unexamined factors.

Balamurugan and Nivetha (2018) emphasized that higher EI positively influences job satisfaction and productivity. Employees with higher emotional intelligence are better equipped to handle workplace challenges, fostering a work environment conducive to better performance. Similarly, Faregh et al. (2021) confirmed that a strong work ethic is a key driver of productivity, suggesting that employees who maintain a strong commitment to their tasks, even amidst challenges, contribute positively to overall performance.

Proposed Strategies for Enhancing Employee Productivity

The researchers' proposed strategies as a great roadmap for the government agency to entirely alter its work environment into a more pleasant and productive atmosphere. Through these proposed strategies, a government agency can establish a workplace that attracts and retains talent, promotes innovation, and achieves organizational success. Jordan (2024) emphasized the importance of a positive, inclusive workplace culture that fosters mutual respect, collaboration, and professional progress. The researchers made recommendations based on the areas for improvement because of the assessments in molding staff employee productivity in the government agency within the variables covered by the study.

Table 10. Proposed Strategies

Challenges Encountered	Areas that Need Improvement	Proposed Strategies
Positive	Risk Taking	Promote an environment where employees feel empowered to take risks, try new ideas, and experiment without fear of harsh judgment or punishment for failure. This could involve explicitly stating that taking risks is valued and that not all risks must lead to success.
Negative	Jumping to the Conclusions	Offer mindfulness and emotional regulation training to help employees manage the stress and urgency that often leads to hasty conclusions. Being more self-aware and emotionally balanced can reduce the impulse to jump to conclusions under pressure.
Peer Interaction	Peer Collaboration	Facilitate open communication channels, such as peer mentoring programs or collaborative projects, to create a supportive atmosphere that can significantly enhance individual and team productivity.
Work Ethics	Accountability	Develop recognition programs that celebrate individual and team achievements and emphasize accountability. This could not only enhance individual and team performance but also contribute to a vibrant organizational culture that values effort and accountability.
Emotional Intelligence	Emotional states that affect mood and productivity	Offer training workshops focused on developing emotional intelligence skills, including empathy and effective communication, among employees. Organizations can cultivate a more empathetic, communicative, and effective workforce by investing in emotional intelligence training, ultimately benefiting both employees and the organization as a whole.

CONCLUSION

This study assessed how positive and negative peer attitudes influence individual productivity within a government agency in the Philippines. Positive peer attitudes significantly enhance desirable behaviors, leading to higher productivity and engagement. Negative attitudes were infrequent and did not disrupt workplace interactions or culture. Despite some challenges, they did not substantially affect daily operations. No significant relationship was found between the challenges faced and the impact of peer attitudes on productivity. Although challenges rarely occur in government agencies, the researchers recommend a strategy road map on how positive and negative peer attitudes influencing individual productivity can be transformed into a more positive and productive environment of highly engaged people.

The findings of this study may provide useful insights and recommendations for improving workplace dynamics and productivity in government agencies. Employees can increase employee productivity inside government agencies by taking risks by collaborating with others, being accountable, and addressing negative attitudes.

LIMITATION AND FURTHER RESEARCH

The researchers' call for expanding the scope of future studies is a step toward a more comprehensive understanding of WDs. Incorporating additional government educational institutions would allow for a richer analysis of how various factors, including organizational culture, leadership styles, and individual motivations, interact with peer attitudes to influence productivity. Furthermore, exploring the role of peer attitudes in shaping employee well-being, particularly stress management and burnout prevention, could provide valuable insights for developing targeted interventions to support employee health and resilience.

Beyond expanding the scope, employing a mixed-methods approach that combines quantitative data from surveys with qualitative data from interviews, focus groups, and observations would provide a more nuanced understanding of employee experiences and perceptions. Qualitative data can offer rich insights into the complexities of peer relationships, including the subtle dynamics of power, influence, and support within teams. This approach would allow researchers to delve deeper into the qualitative aspects of peer attitudes, revealing the underlying reasons behind observed behaviors and providing a more complete picture of how peer relationships shape the workplace.

Future studies on peer attitudes and employee productivity could benefit from exploring informal peer mentorship and social learning, which shape skills and motivation outside of formal programs. The emotional contagion effect on how moods and attitudes spread within teams remains underexplored but could influence workplace energy and resilience. Finally, the long-term impact of peer attitudes on career growth and ethical decision-making could provide valuable insights into job satisfaction and retention.

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