JBMS

Determinants of Employee Engagement in a Tertiary Christian Institution in Mlang, North, Cotabato

Ronie G. Panes[1] 👤 ⓘⒹ ✉ and Ivy Galanta[2] 👤 ⓘⒹ

[1]University of Southeastern Philippines, College of Development Management, Mintal Campus, Tugbok, Davao City, Philippines
[2]Faculty, Southern Baptist College, College of Liberal Arts, Philippines
✉ **Corresponding Author**: Ronie G. Panes, **E-mail**: ronie.panes@usep.edu.ph

ARTICLE INFORMATION	ABSTRACT
	Employee engagement and positive institutional outcomes are assumed to be linked in various fashions. Engaged employees play a key role in achieving organizational success and competitive advantage. Research shows that engaged employees are willing to work the extra mile, work with passion and feel a profound connection to their company, thereby driving innovation and moving the organization forward. This study aimed to assess employee engagement in a tertiary Christian Institution in Mlang, North Coatabato, regarding organizational motivation and discretion. It also aimed to determine the respondents' perception of the three identified employee engagement determinants: human resource management practices, psychological empowerment, and organizational culture. Moreover, it sought to determine the relationship between HRM practices, psychological empowerment, and organizational culture to employee engagement and finally, which among the three indicators significantly influence employee engagement. This quantitative study used descriptive correlation and 70 full-time personnel of the institution answered the adopted survey questionnaire derived from different authors. Results revealed that the respondents' perceptions of the HRM practices, the organizational culture, and employee engagement were high. Apparently, all of the variables of HRM practices have significant relationships to employee engagement, whereas, in the psychological empowerment, only the impact was found to have a significant relationship to employee engagement. In terms of organizational culture, only achieving goals and cultural strength was found to significantly affect employee engagement. Lastly, findings revealed that only the performance evaluation, impact and cultural strength were found to be the significant determinants of employee engagement among the variables. The quality of employee engagement has the potential to increase employee productivity, work quality and retention significantly.

1. Introduction

Employee engagement is a distinct and unique construct consisting of cognitive, emotional, and behavioural components associated with individual role performance (Saks, 2006). Engaged employees play a crucial role in achieving organizational success and competitive advantage. Researchers have made significant studies exploring the potential relations between engagement and the performance-related outcome variables that suggest enhancing engagement could create a compelling competitive advantage for organizations across the globe (Bard, Reio & Rocco, 2011).

Smith and Taylor (2017) commented that engagement takes its rightful place at the core of organizational success, regardless of how the economy is doing. Welch (2012) also added that it is a fundamental area of concern for leaders and managers across the globe as it is a vital element affecting organizational effectiveness, innovation and competitiveness.

In addition, there are some empirical researches that have reported relationships between engagement and work outcomes (Schaufeli, 2011) and these work outcomes may have positive impact on the organization (Bakker & Demerouti, 2008). Furthermore, engaged employees deliver higher productivity, lower absenteeism, less turnover intention, superior service quality, more satisfied and loyal customers, high job satisfaction, more commitment, increased organizational citizenship behaviour and improved bottom-line business results. There is empirical evidence, which shows a positive association between employee engagement and performance (Bakker & Demerouti, 2008).

Unfortunately, despite its apparent importance, little research has been undertaken to identify the antecedents of employee engagement (Geetha, 2012). Pandita (2019) added that there is a surprising dearth of research on employee engagement in the academic literature.

The purpose of this study was to determine the predictors of employee engagement in a Tertiary Christian Institution, a non-profit and a prominent institution situated in the Municipality of Mlang, Cotabato. The very challenge faced by this institution today is to attain its vision while making its employees engaged in the organization, considering its unique organizational structure and culture. The issue is not just about retaining talented people but fully engaging them, capturing their minds and hearts at each stage of their work lives. This institution has the intuition of ministry rather than mere employment or source of income. However, this institution was not excepted to the employee turnover despite its ministerial conception. With this, there is necessary to conduct a study about the determinants of employee engagement to ensure committed and highly productive employees.

1.1 Objective of the Study
The objective of this study was to determine the perception of employees identified determinants of employee engagement: human resource management practices, psychological empowerment, and organizational culture. Also, it sought to determine the relationship between HRM practices, psychological empowerment, and organizational culture to employee engagement and finally, it will identify which among these three indicators significantly influence employee engagement. Identifying the status of employees' engagement and determining significant predictors would allow the administrators to develop programs and policies for ensuring commitment and satisfaction among employees.

2. Materials and Methods
This study employed the descriptive correlation method. The tool was used to determine the relationship between variables (Calmorin and Calmorin, 2007). The data was gathered from 70 full-time employees of the institution who answered the 20-item survey questionnaire for human resource management practices, 12-items for psychological empowerment, 30-items for organizational culture and 17-items for employee engagement. The Likert scale was used to present the choices in the questionnaire. The data was gathered prior to the COVID-19 pandemic; thus, a face-to-face survey was made. The accomplished questionnaires were retrieved, tallied, and processed through Statistical Package for Social Sciences (SPSS) software.

3. Results and Discussion
Human Resource Management Practices
This section presents the perception of the employees on HRM practices. As shown in the table, it has an overall mean of 3.776 or agrees.
Also, all other indicators from recruitment and selection, training and development, performance evaluation, career and development and employee relation obtained a mean score of 3.83, 3.71, 3.89, 3.80, and 3.65, respectively. This result denotes the interpretation that all employees generally observed and accepted HRM practices in the institution. Undoubtedly, human resource is the essential asset for any organization, and it is the source of achieving competitive advantage.

According to Thacker (2012), HRM practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed to fulfil organizational goals [16]. Further, Swarnalatha and Prasanna (2012) explained that HRM practices must become more internally consistent and more integrated with organization strategy to be functional and practical.

Table 1. Employees Perception on Human Resource Management (HRM) Practices.

Indicators	Mean	Description
Recruitment and Selection	3.83	Agree
Training and Development	3.71	Agree
Performance and Evaluation	3.89	Agree

Career and Development	3.80	Agree
Employee Relation	3.65	Agree
Overall	**3.776**	**Agree**

Psychological Empowerment. As presented in table 2, the psychological empowerment of employees has an overall mean of 3.95 or agree. Consistently, all other indicators have the same level of empowerment; meaning, competence, self-determination, and impact has a mean score of 4.19, 3.67, 4.19 and 3.77, respectively. The result implies that employees think that they are capable of performing assigned tasks and have positive attitudes towards the individual members, teams, and the organization.

Psychological empowerment refers to an intrinsic task motivation reflecting a sense of self-control in relation to one's work and an active engagement with one's work role (Lightfoot, 2009). Studies have found out that psychological empowerment can effectively stimulate individuals' enthusiasm for work and promote the improvement of job performance. Psychological capital influences job satisfaction and organizational commitment (Seibert, Wang, & Courtright, 2011).

Table 2. Employees Perception on Psychological Empowerment.

Indicators	Mean	Description
Meaning	4.19	Agree
Competence	3.67	Agree
Self-Determination	4.19	Agree
Impact	3.77	Agree
Overall	**3.95**	**Agree**

Organizational Culture. Table 3 shows the perception of employees on organizational culture. The overall mean is 4.012, which means that the organizational culture in the institution is generally observed. Its indicators, namely, managing change, achieving goals, coordinating teamwork, cultural strength, and customer orientation ha a mean score of 4.07, 3.85, 4.10. 3.98 and 4.06, respectively or can be interpreted as generally observed. Meaning that this type of culture was persistent in the organization.

Schein (2004) suggested that an organization`s culture develop to assist to survive with its environment. Wherein the success of managers would depend on their understanding of the organizational culture; he further elaborated that culture is like glue that binds the organization together, where shared values and goals may guide and control the organisation's behaviour.

Culture plays an important role in the lives of organizational members. It is a set of shared values, beliefs, myths, traditions, norms and meanings that helps to promote the organizational objectives. Organizational culture can be described as a conceptualization through which to characterize and interpret these collectives (Salehipour and Ah mand , 2018) .

Table 3. Employees Perception on Organizational Culture.

Indicators	Mean	Description
Managing Change	4.07	Agree
Achieving Goals	3.85	Agree
Coordinating teamwork	4.10	Agree
Cultural Strength	3.98	Agree
Customer Orientation	4.06	Agree
Overall	**4.012**	**Agree**

Employee Engagement. Presented in table 4 is the perception of employees' engagement. As revealed, the overall mean is 4.15 which means that the employees' engagement in the organization is high and that is generally observed. Say and strive as indicators of employee engagement has a mean score of 4.16 and 414, respectively, which denotes that employees are motivated and working hard in the organization.

According to Mizne (2017), employee engagement proactively and passionately adds value while aligning with the company mission and operational goals. Employee engagement does not mean employee happiness nor satisfaction. Someone might be happy or satisfied at work, but that does not necessarily mean they are working hard, productively, on behalf of the organization. This is supported by Kruse (2017) that employee engagement is the emotional commitment the employee has to the organization and its goals which means that engaged employees care about their work and their company and they don't work just for a pay check, or just for the next promotion, but work on behalf of the organization's goals [22].

Table 4. Perception on Employee Engagement

Indicators	Mean	Description
Say	4.16	Agree
Strive	4.14	Agree
Overall	**4.15**	**Agree**

Relationship between HRM Practices, Psychological Empowerment, Organizational Culture and Employee Engagement. Correlation analysis was conducted to reveal the degree of relationship between HRM practices, psychological empowerment, and organizational culture to employee engagement.

Relationship between HRM Practices and Employee Engagement. As presented in Table 5, the HRM practices were significantly related to employee engagement; The overall correlation index of 0.784 signifies a high correlation between the independent and the dependent variables at p-value is less than 0.01.

All of the variables of HRM practices such as recruitment and selection (r=0.618), training and development (r=0.633), performance evaluation (r=0.783), career development (r=0.650) and employees' relations (0.685) were found to have a high correlation to all of the dimensions of the employee engagement. This indicates a strong relationship between HRM practices and employee engagement.

This is consistent with the study of Aktar and Pangil (2017), which revealed that HRM practices, namely career advancement, job security and performance, were significantly and positively related to employee engagement.

Table 5. Relationship between HRM Practices and Employee Engagement

HRM Practices	Employee Engagement	
	Pearson Correlation	P value
Recruitment and Selection	.618**	0
Training and Development	.633**	0
Performance and Evaluation	.783**	0
Career and Development	.650**	0
Employee Relation	.685**	0
Over all	.784**	0

**Significant at 0.01 level

Relationship between Psychological Empowerment and Employee Engagement. As presented in Table 6, correlations show that psychological empowerment was significantly related to employee engagement. The overall correlation index of 0.492 signifies that there is a moderate correlation between the independent and the dependent variables at p-value is less than 0.01. Among the variables of Psychological Empowerment, only the Impact (r=0.637) were found to have a high correlation to Employee Engagement. Meaning (r=0.224), Competence (r=0.209), and Self-Determination (r=0.013) has no significant relationship to the Employee Engagement.

Jose and Mampilly (2014) [23] affirm this result. Correlation analysis revealed a significant positive association between psychological empowerment and employee engagement. Further analysis showed that all the dimensions of psychological empowerment, other than self-determination, are predictors of employee engagement.

Psychological empowerment was found to have strong predictive power on work engagement and innovation (Bhatnagar, (2012)
.

Table 6. Relationship between Psychological Empowerment and Employee Engagement.

Psychological Empowerment	Employee Engagement	
	Pearson Correlation	P value
Meaning	0.224^{ns}	0.06
Competence	0.209^{ns}	0.08
Self-Determination	-0.013^{ns}	0.92
Impact	.637**	0
Overall	.492**	0

**Significant at 0.01 level
ns-not significant

Relationship between Organizational Culture and Employee Engagement. As presented in Table 6, correlations show that the organizational culture is not significantly related to employee engagement. The overall correlation index of 0.157 signifies that there is no relationship between the independent and the dependent variables at p-value is higher than 0.05.

Among the variables of organizational culture, only the achieving goals (r=0.244) and the cultural strength (r=0259) were found to correlate to employee engagement. Managing Change (r=0.033), Coordinating teamwork (r=0.153), and Customer Orientation (r=-0.003) has no significant relationship to employee engagement.

Table 7. Relationship between Organizational Culture and Employee Engagement.

Organizational Culture	Employee Engagement	
	Pearson Correlation	P Value
Managing Change	0.033^{ns}	0.79
Achieving Goals	.244*	0.04
Coordinating teamwork	-0.153^{ns}	0.21
Cultural Strength	.459*	0.03
Customer Orientation	-0.003^{ns}	0.98
Overall	0.157^{ns}	0.19

**Significant at 0.05 level
ns-not significant

Predictors of Employee Engagement. The SPSS output below for R2 shows that 69.3% of the variability in Employee Engagement is influenced by the combined variability of HRM practices (recruitment and selection, training and development, performance evaluation, career development, and employee relation); psychological empowerment (meaning, competence, self-determination, and impact); and organizational culture (managing change, achieving goals, coordinating teamwork, cultural strength, and customer orientation).
The Durbin-Watson statistic within the acceptable range (between 1.50 - 2.50) indicates the absence of serial correlations among residuals, which is a good sign for the model since it is independent of errors.

As shown in Table 30, among the variables in HRM practices, psychological empowerment and organizational culture, only performance evaluation (b=.276, t=2.913, Sig=.005), impact (b=.263, t=2.811, Sig=.005), and cultural strength (b=.244, t=.521, Sig=.005) are significant predictors of employee engagement of the employees. The F test value of 8.888, which is significant at 0.01 level implies that at least one of the coefficients of the independent variables is significantly different from zero. The results revealed that the coefficient of performance evaluation, impact and cultural strength are significant predictors of employee engagement.

The result was supported by different studies. According to Gupta and Kumar, (2012), the most important predictor of employee engagement is the performance appraisal system because it is a significant factor that can enable organizations achieve employee efficiency. Further, Ben Saad, and Abbas (2018). , spell out that as work engagement is shown to relate to several positive work outcomes, it makes sense for organizations to increase their employees' levels of work engagement by addressing and improving organizational culture.

Table 7. Predictors of Employee Engagement.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.833[a]	.693	.615	.31750	.693	8.888	14	55	.000	2.132

a. Predictors: (Constant), Customer Orientation, Recruitment and Selection, Managing Change, Cultural Strength, Competence, coordinating teamwork, Meaning, Self-Determination, Career and Development, Employee Relation, Training and Development, Performance and Evaluation, Achieving Goals, Impact

b. Dependent Variable: Over all Employee Engagement

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.544	14	.896	8.888	.000[b]
	Residual	5.544	55	.101		
	Total	18.088	69			

a. Dependent Variable: Over all Employee Engagement

b. Predictors: (Constant), Customer Orientation, Recruitment and Selection, Managing Change, Cultural Strength, Competence, Coordinating teamwork, Meaning, Self-Determination, Career and Development, Employee Relation, Training and Development, Performance and Evaluation, Achieving Goals, Impact

Table 6. Relationship between Organizational Culture and Employee Engagement
ns-not significant

4. Conclusion and Recommendation

The employees' perception of HRM practices, psychological empowerment, organization culture and employee engagement were rated as agree or perceived that these constructs are generally observed in the organization. All the variables of HRM practices have a significant relationship to employee engagement. In terms of psychological empowerment, the only impact was found to have a significant relationship to employee engagement and in terms of organization culture, only cultural strength was found to have a significant relationship to employee engagement. Lastly, findings revealed that among the different variables, only the performance evaluation impact and cultural strength were found to be the significant determinants of employee engagement

It is hereby recommended that the institution's management revisit policies on HRM practices, particularly the performance evaluation system and practices, as it improves the employees' engagement, which will eventually make them more dedicated and effective employees of the school. Systematic programs and activities must be in place for the employees to participate, understand and internalize the values of the school. Lastly, the institution may revisit the policies to make it more specific and attainable. This will provide guidance about how to achieve objectives that would encourage the employees' engagement.

References

Aktar, A., & Pangil, F. (2017). *The Relationship between Employee Engagement, HRM practices and Perceived Organizational Support: Evidence from Banking Employees. International Journal of Human Resource Studies, 7(3), 1.* https://doi.org/10.5296/ijhrs.v7i3.11353

Ben Saad, G., & Abbas, M. (2018). The impact of organizational culture on job performance: A study of Saudi Arabian public sector work culture. *Problems and Perspectives in Management, 16*(3), 207-218. https://doi.org/10.21511/ppm.16(3).2018.17

Benecario, J. C. (2010). *Human Resource Management System and Organizational Commitment of Davao City Government Employees. Unpublished Master Thesis*. USEP.

Bhatnagar, J. (2012). *Management of innovation: role of psychological empowerment, work engagement and turnover intention in the Indian context. The International Journal of Human Resource Management, 23(5), 928–951. https://doi.org/10.1080/09585192.2012.651313*

Brad, S & Reio, T. & Rocco, T. (2011). *Employee engagement: An examination of antecedent and outcome variables. Human Resource Development International. 14.* http://doi.org/10.1080/13678868.2011.601587.

Calmorin, L. P. & Calmorin, M. A. (2007). *Research Methods & Thesis Writing*. Rex Book Store.

Dr. C. Swarnalatha, Dr. C. S., & T.S. Prasanna, T. S. P. (2012). *Employee Engagement and Job Satisfaction. International Journal of Scientific Research, 3(5), 339–340.* https://doi.org/10.15373/22778179/may2014/106

Gupta, V., & Kumar, S. (2012*). Impact of performance appraisal justice on employee engagement: a study of Indian professionals. Employee Relations, 35(1), 61–78.* https://doi.org/10.1108/01425451311279410

Hamzaali, Salehipour, A., & Ah mand, A. (2018). *The Impact of Organizational Culture and Performance Work System on Employees' Performance. International Business Research, 11(6), 199.* https://doi.org/10.5539/ibr.v11n6p199

Jose, G. (2012). *Satisfaction with HR Practices and Employee Engagement: A Social Exchange Perspective. Journal of Economics and Behavioral Studies, 4(7), 423–430.* https://doi.org/10.22610/jebs.v4i7.343

Pandita, D. (2019). Drivers of employee engagement and engagement value proposition. Advances in Human Resources Management and Organizational Development, 99-108. https://doi.org/10.4018/978-1-5225-7799-7.ch006

Kruse, K. (2017). *What Is Employee Engagement. Forbes. Retrieved July 2, 2021.* https://www.forbes.com/sites/kevinkruse/2012/06/22/employee-engagement-what-and-why/#4ae2ebc97f37

Lightfoot, S. L. (2009). *On Goodness in Schools: Themes of Empowerment. Peabody Journal of Education, 63(3), 9–28.* https://doi.org/10.1080/01619568609538522

Naido, Ben Saad, G., & Abbas, M. (2018). *The impact of organizational culture on job performance: a study of Saudi Arabian public rial Psychology, 21(7), 600–619.* https://doi.org/10.1108/02683940610690169

Saks, A. (2006). *Antecedents and consequences of employee engagement, Journal of Managerial Psychology, Vol. 21 Issue: 7, pp.600-619. Retrieved December 3, 2017.* https://doi.org/10.1108/02683940610690169.

Salehipour, A., & Ah mand, A. (2018*). The Impact of Organizational Culture and Performance Work System on Employees' Performance. International Business Research, 11(6), 199*. https://doi.org/10.5539/ibr.v11n6p199

Schaufeli, W. (2011). *Work Engagement: What do we know? Int. OHP Workshop.* http://www.psihologietm.ro/OHPworkshop/schaufeli_work_engagement_1.pdf [6] [7]

Bakker, A. B., & Demerouti, E. (2008). *Towards a model of work engagement. Career Development International, 13(3), 209–223.* https://doi.org/10.1108/13620430810870476

Schein, E. H. (2009). *The role o f the founder in creating organizational culture. Organizational Dynamics, 12(1), 13–28.* https://doi.org/10.1016/0090-2616(83)90023-2

Seibert, S. E., Wang, G., & Courtright, S. H. (2011). *Antecedents and consequences of psychological and team empowerment in organizations: A meta-analytic review. Journal of Applied Psychology, 96(5), 981–1003.* https://doi.org/10.1037/a0022676

Shuck, B., Reio, T. G., & Rocco, T. S. (2011*). Employee engagement: an examination of antecedent and outcome variables. Human Resource Development International, 14(4), 427–445.* https://doi.org/10.1080/13678868.2011.601587

Smith, B. G., & Taylor, M. (2017). *Empowering Engagement: Understanding Social Media User Sense of Influence. International Journal of Strategic Communication, 11(2), 148–164.* https://doi.org/10.1080/1553118x.2017.1284072

Spreitzer, G. M. (1995). *Psychological Empowerment in the Workplace: Dimensions, Measurement, and Validation. Academy of Management Journal, 38(5), 1442–1465.* https://doi.org/10.5465/256865

Merry, J. (2013). *Aon Hewitt's 2013 trends in global engagement: where do organizations need to focus attention? Strategic HR Review, 13(1), 24–31.* https://doi.org/10.1108/shr-07-2013-0073

Thacker, R. A. (2012). Introduction to special issue on human resource management certification. Human Resource Management Review, 22(4), 245. https://doi.org/10.1016/j.hrmr.2012.07.001

Welch, M. (2012). *Appropriateness and acceptability: Employee perspectives of internal communication. Public Relations Review, 38(2), 246–254.* https://doi.org/10.1016/j.pubrev.2011.12.017