

INFLUENCE OF ENGAGEMENT ON THE PERFORMANCE OF COMPANY EMPLOYEES IN CAVITE, PHILIPPINES

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ABSTRACT

Employee is considered one of the most important stakeholders in an organization. Hence, their performance should always be in accordance with the company's goals and objectives. Nevertheless, in meeting all these expectations, employees' engagement towards their work should also be considered. Keeping employees' high engagement will uphold faithfulness and maintain a productive work environment. Therefore, the main objective of this research was to evaluate the level of employee engagement and its effect on their performance, specifically the sales associates working in the province of Cavite, Philippines. A total of 153 participants were selected using Slovin's formula. Researchers used descriptive, comparative, and causal research designs in the analysis of the gathered data. In comparing employee engagement and performance across socio-demographic profiles, it was found that only sex was found to have a significant difference. Lastly, when simple linear regression was used, it was found that a socio-demographic profile in terms of sex is also a determinant for the employees' engagement in their work. However, it was found that employee engagement is highly significant in the productivity of sales associates in Cavite, Philippines. Hence, it implies that employers should value their employees for them to be highly engaged in their jobs, which will in turn provide more profit for the company.

Keywords: Quantitative Research, Company Employees, Employee Engagement, Employee Performance, and Sales associates

INTRODUCTION

Engagement has been defined as a satisfied disposition combined with a willingness to continue working toward the company's success. Engagement is not just an emotional experience; it is also an individual's

attitude toward his or her job, bosses, and company. It is not constant, rather it varies according to employment environments, supervisors, coworkers, pay, and other factors. Participation levels can range from extremely high to quite low. Workers' positive attitudes, such as eagerness to obey

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commands, and readiness to collaborate with colleagues, indicate high engagement. Workers' negative sentiments, such as discontent, disappointment, or hate of the job, reveal poor or low engagement Karthikeyan and Kavitha (2014). Employee performance has a significant impact on leadership and organizational improvement measures (Zelenski et al., 2008). In other words, performance is seen as a vital source of economic development and productivity, and as such, it serves as the basis for so many comparable countries and national performance reviews. Organizations are concerned with what should be done to reach and maintain maximum performance through employees, which is an issue for organizations. Joblessness, which is thought to be an indication of a crumbling economy, has always been the fate of millions around the world, particularly in third-world nations.

According to the World Bank's analysis of poverty in these nations, around 75 million people are practically jobless. In order to be effective, different types and levels of work demand varying amounts of engagement. A lot of elements affect employee engagement, including how workers devote themselves to their work, which includes the use of actions, emotions, and cognitive processes (Saks, 2006). Sales professionals who are employed on a short-term basis are only one of the few positions that necessitate a high level of engagement owing to the nature of the contract or the limited period of their employment with the company. Employee engagement may be defined as the level of dedication and the inclusion with the organization and its ideals in general that an individual has with the institution and that the former idea of employee engagement was only addressed as a whole as one of the requirements to improve and develop a work atmosphere that is collaborative and inventive that leads to the achievement of goals (Anitha, 2014) as cited by Ayub (2018). In accordance with previous studies, employee engagement is critical for enhancing employee performance, corporate

citizenship behavior, and reducing the likelihood of turnover (Rana et al., 2014). This is established by the study of Kwon et al. (2016), who found a favorable correlation between job engagement and good performance, good customer commitment, and minimal attrition are examples of institutional outcomes and low absenteeism.

In the Philippines, due to modernization, the number of sales associates licensed by the Department of Labor and Employment (DOLE) based on applications and recruitment in many organizations is greatly needed in the fast-growing economy. With technology as the cause, many products have been modernized and renovated for greater use. With reference to the clothing industry, different kinds of clothes are used to cater to the diverse tastes of consumers, who need the skills of these sales associates to promote and sell them. There are studies conducted in the field of employee engagement and its relationship to performance. However, there are only a few who evaluated the effects of the said variable on the performance of employees, particularly the sales associates working in one of the prestigious malls in the Philippines. Hence, this study concentrated more on determining the effects of employee engagement on the performance of sales associates in Cavite.

This study was anchored on the conceptual framework that is shown in Figure 1 in which it primary analyzes the determinants of employee engagement and its influence on their performance.

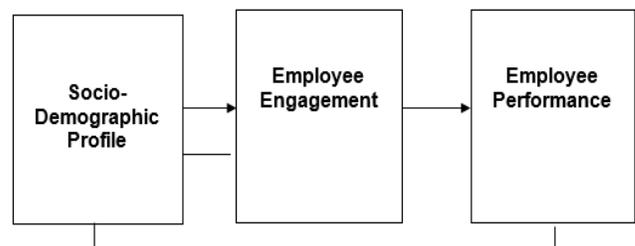


Figure 1. Conceptual framework of the study

The independent variable for the first model is the socio-demographic profile, while the dependent variable is the employee engagement. Moreover, for the second construct, the independent variable is the employee engagement and the dependent variable is employee performance. Employee engagement refers to how workers seem at work, as well as their attitude, contentment, and trust. People work or act in ways that help the company achieve its objectives. Performance of employees, on the other hand, is the act, method, or way of performing or operating, the execution of a responsibility, or the completion of a job. Performance is also interchangeably used with productivity which refers to the rate at which goods are produced or services are rendered or work is completed. In this study, employee engagement and performance were measured using 5-point Likert Scale where 5 as the highest and 1 being the lowest.

OBJECTIVES OF THE STUDY

This study examined the effects of engagement on the performance of employees of concessionaire stores of SM, in the province of Cavite, Philippines. Specifically, it aimed to:

1. Determine the socio-demographic profile of the participants in terms of age, sex, and civil status.
2. Identify the level of engagement and performance of the sales associates;
3. Compare the level of engagement and employee performance when the respondents are grouped based on their socio-demographic profile;
4. Ascertain the effects of socio-demographic profile on the level of engagement; and
5. Analyze if employee engagement is a predictor of employee performance.

METHODOLOGY

The descriptive, comparative, and causality methods were employed in this

study. The participants' profiles, level of employee engagement, and performance were all measured using a descriptive research approach. Furthermore, the levels of employee engagement and performance were compared across socio-demographic profiles using a comparative study approach. Lastly, the causal research design was employed to identify the factors that influence employee engagement and their effect on performance.

Population is a group of individuals being examined Ngechu (2004). In order to gather the necessary information needed for the study, the researchers targeted the employees working in SM stores located in Bacoor, Dasmarinas City, Molino, Trece Martires City, and Rosario in Cavite. A total of 153 participants were selected using stratified random sampling.

The research questionnaire has 3 sections, which include the following: the participants' profile, such as age, sex, and civil status; the level of employee engagement; and the level of performance of sales associates. It has 12 items each on employee engagement and employee performance. It was conceptualized by the main researchers but, at the same time, was based on some of the previous studies. This was later tested in terms of validity by three experts and reliability through pilot testing with a Cronbach Alpha coefficient of 0.72. Moreover, before the gathering of data, a consent letter was given to the target respondents, asking permission to gather data from them, and the said letter was also signed by the participants.

A total of 153 participants were selected using Slovin's formula and stratified random sampling technique. The following statistical tools were used to analyze the data. Frequency, percentage, and standard deviation were computed to describe the profile of the respondents such as age, sex, and civil status. Mean and standard deviation were also used in analyzing the level of employee engagement and the level of employee performance. Analysis of variance (ANOVA) was used to compare employee engagement and the level of employee



performance across the demographic profile. Lastly, the simple linear regression method was used to predict the variability of the dependent variable-Y using independent variable – X or it was also used to determine the effects of IV (X) on DV (Y).

RESULTS AND DISCUSSION

1. Socio-demographic characteristics of the participants

Results showed that almost half (47%) of the respondents belonged at the age of 18 to 22 years, 37% at the age of 23 to 27, 14% at the ages of 28 to 32 years old and 1% at the age of 33 to 37 and 38 to 42 years old. Since most of the sales associates belonged to the age bracket of 18 to 22 years old, this shows that most of the employees in SM stores and concessionaires belonged to the younger generation. This may be because employers prefer young people for the reason that they are easier to train than older ones. This was supported by Dewitt (2016), who stated that young people contribute talents, passion, and unique ideas to the workplace, which helps the firm stay current and relevant. He further stated that young employees can contribute to the development of marketing ideas that are targeted to their age group. They can also make suggestions for new methods to run your company.

Fifty-nine percent of the participants were females, while 41% were males. This means that, since the nature of the job involves more personal contact with the customers, women of younger generations prefer this kind of working environment. Moreover, nowadays, most companies prefer hiring female employees because, for them, women are more considerate and concerned with their jobs. Most businesses also consider that female sales representative have distinct and unique characteristics and predilections that enable them to be as capable as, if not more so, than male sales representatives. The result was supported by the study of Xactly (2019), who reported that the compensation platform

reports that 70% of women achieve their sales quotas, compared to only 67% of men in the same position as them. Lastly, in terms of civil status, the findings revealed that most (73%) of the participants were single, 26% were married, and only 1% belonged to a widow.

2. Level of engagement of the sales associates

Using a 5-point Likert scale ranging from 5 (Very High) to 1 (Very Low), the study revealed that the level of engagement of sales associates was very high. This implies that the employees always meet the job requirements and have the ability to adapt to changing circumstances and handle internal conflicts. This is in line with the findings of Ongera and Jumo (n.d.), who argued that involuntary temporary employees are extremely motivated to get long-term work and that this incentive motivates them to perform well.

Table 2
Level of employee engagement

Mean	Standard Deviation	Remarks
4.20	0.58	Very High

3. Level of Performance of the sales associates

Table 3
Level of employee performance

Mean	Standard Deviation	Remarks
4.44	0.63	Very High

Table 3 indicates that the level of performance of sales associates was very high. This implies that since the employees are in short-term employment, they may feel challenged, and aggressive, and look for job security. Once hired, they will try to prove themselves in their jobs and strive further to be rehired or have an extended contract in the next 6 months (Morris, 2015).



4. Differences in Employee Engagement Across Socio-Demographic Profile

Table 4
Difference in employee engagement across socio-demographic profile using ANOVA

Level of Employee Engagement	Socio-Demographic Profile	F	P-Value	interpretation	Decision
	Age	1.286	0.216	Not Significant	Accept Ho
	Sex	0.107	0.744	Not Significant	Accept Ho
	Civil Status	4.027	0.02	Significant	Reject Ho

0.05 level of significance

When compared, it was found that when employees were categorized based on their socio-demographic profile, there is no significant difference in employee engagement (age and sex). With p values of 0.216 and 0.744, the null hypotheses of no significant difference in employee engagement in terms of age and sex were accepted. The result is contrary to the study of Sahni (2021), who stated that there was a reasonable element of employee engagement amongst millennials in the workplace. This means whether the sales associates are young or old, male or female, their levels of engagement are all the same. On the other hand, in terms of civil status, with a p-value of 0.02, which is less than 0.05, the null hypothesis was rejected. This indicates that the civil status of employees differs in terms of their engagement with their work. This could be possible since single individuals are not occupied with many responsibilities at home and since most of the employees are in the age bracket of younger generations.

5. Differences in Employees' Performance Across Socio-Demographic Profile

Table 5 illustrates that in comparing employees' performance across their socio-demographic profile, only sex was found to have a significant difference. This indicates that the level of performance in terms of sex is different for a male or a female. It could be that males' levels of performance are lower than those of female sales associates, or vice versa. For age and civil status, the null

hypotheses of no significant difference were accepted since p values of 0.481 and 0.565, respectively, are lower than the 0.05 level of significance.

Table 5
Results of the difference in employees' performance across socio-demographic profiles

Level of Employee Performance	Socio-Demographic Profile	F	P-Value	Interpretation	Decision
	Age	0.985	0.481	Not Significant	Accept Ho
	Sex	4.665	0.033	Significant	Reject Ho
	Civil Status	0.574	0.565	Not Significant	Accept Ho

0.05 level of significance

This means that, whether young or old, married, single or widowed, there is no difference in their level of performance. This means that the employees strive to maintain their good performance in their jobs since most of them are only under a short-term contract of employment and are afraid of losing their jobs. This is contrary to the study by Rivers and Barnett (2016) who found that older workers' work performance is more consistent than younger workers' and they have more constant cognitive effectiveness than younger employees. Their enthusiasm was also stronger than that of younger employees, and they were more consistent and less unstable, tending to perform well in their jobs because of the fear of losing them.

6. Effects of Socio-Demographic Profile on Employee Engagement

Table 6 presents the effects of a socio-demographic profile on an employee's level of engagement. The data indicates that among the three indicators of the socio-demographic profile, only civil status was found to have a significant effect on employees' level of engagement. Based on the interview conducted by the researchers, most of the respondents who are married are more engaged compared to those who are single. This may be because of the fact that married associates are more serious and committed to their job.



Table 6
Effects of Socio-Demographic Profile on Employee Engagement

Predictor	Coefficients	R Square	P-Value	Interpretation	Decision
Age	-0.0161	0.004	0.505	Not Significant	Accept Ho
Sex	-0.030	0.001	0.744	Not Significant	Accept Ho
Civil Status	-0.218	0.010	0.016	Significant	Reject Ho

0.05 level of significance

The result is related to the study of Trajan (2017), who stated that the obligations of a person without children versus a person with 3–4 children vary dramatically, and this might have a significant impact on a staff member's performance at work.

7. Effects of Engagement on the Level of Employee Performance

Table 7
Effects of engagement on employees' performance

Predictor	Coefficients	P-Value	Interpretation	Decision
Employee Engagement	0.413	0.000	Highly Significant	Reject Ho
R Square	0.171			

0.05 level of significance

Table 7 shows the effects of employees' engagement on the level of performance of sales associates in the province of Cavite, Philippines. The null hypothesis that the level of employee engagement has no significant effect on their performance was rejected. The result shows that employee engagement is a strong predictor of employee performance. This means that as long as employees feel valued and happy at work, their engagement and performance will rise, and they will become more productive. However, R² is only 0.171, which means that 17% of the variability in the worker's performance (dependent variable) is explained by employee engagement (independent variable).

The result is related to the study of Neely (1999), wherein he found that an increase in engagement will result in an increase in performance. Then, in order to increase the productivity of personnel, one can take

measures to increase engagement. He concluded that how members or employees feel about their job has a strong impact on the quality of their work. This means that engagement in an organization is an attitude of emotional readiness that enables an employee to improve their performance level when an organization highly motivates employees. As a result, employee engagement in the organization will also be equally high, and this tells us that motivation is the process, and engagement is the product. This is supported by the study of Corpuz et al. (2022), which found that motivation is an important factor that explains performance. Therefore, continuous monitoring and improvement of engagement are necessary for an organization (Nandhini et al., 2016).

CONCLUSIONS

This study investigated the effects of employee engagement on the performance of company sales associates in the province of Cavite, Philippines. The following are of the conclusions derived from the findings:

1. The sales employees' levels of involvement are similar whether they are young or elderly, male or female. Employees' civil status differs in terms of their commitment to their jobs. This may be achievable since single people do not have as many duties at home.
2. Males and females perform at various levels in terms of sex. It is possible that male sales associates are lower than female sales employees, or vice versa.
3. Only civil status, out of the three socio-demographic profile factors has a significant impact on employee engagement. This might be because married associates are more serious and dedicated to their work.
4. Employees engagement is a strong predictor of employee performance. As long as employees feel valued and happy at work, their engagement and

performance will rise, and they will become more productive.

RECOMMENDATIONS

Based on the findings, the following are the researcher's recommendations:

1. The company should conduct annual team-building activities and sports for the employees to enjoy their work that will help them maintain their high engagement and performance.
2. The management may also consider giving recognition to those who have shown exceptional job skills, like meeting quotas. The inclusion of giving additional pay or incentives to boost the engagement of the sales associates and improve their performance or productivity.
3. Since employee engagement has a significant effect on employees' performance, the management should include a good leadership style, continuous monitoring, and improvement of employee engagement in order to maintain the employees' productive environment and high level of performance.
4. Management should create programs that will boost the motivation of both single and married employees for them to be more engaged in their jobs and, in turn, improve their performance and productivity.

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