Employee Engagement and Organizational Commitment: Some Evidence from Government Financial Institutions

Chona Holgado-Torres[*]
Virgel C. Binghay[**]
University of the Philippines

Abstract

This paper examines the relationship between employee engagement and organizational commitment in three select government financial institutions (GFIs) in the Philippines. Eight hundred ninety-seven rank and file employees participated in the survey. Focus group discussions (FGDs) with selected participants were utilized to probe the survey results. Findings revealed that GFI employees are highly engaged and committed to their organizations' goals and values. Female and married employees who had been in government service for more than 10 years had higher levels of engagement and higher affective commitment to their organizations. This was expressed in their emotional attachment to and identification with their respective organizations. It was found out that the higher the level of employee engagement in GFIs, the higher the affective organizational commitment and the lowest for continuance with normative commitment in between them.

*Chona Holgado-Torres is an HR executive and alumna of the School of Labor and Industrial Relations, University of the Philippines Diliman.
**Dr. Binghay is Professor and Director of the Center for Industry Productivity and Competitiveness, School of Labor and Industrial Relations, University of the Philippines Diliman. His email address is phdbinghay@gmail.com.

Perspective

Organizations can generally be grouped into the public and the private sectors. The former has employees working for government agencies, the latter for private enterprises. Another difference is that public sector employees tend to have a secure tenure, which private sector employees may not enjoy. Also, managers in the public sector are often evaluated based on their performance since government agencies are not profit-driven. Civil or public servant is the generic term for men and women employed in government. They include those working in government-owned and controlled corporations, GFIs and state colleges and universities.

In the Philippines, GFIs play a vital role in the economic and social development of the country, being in charge of financing essential and high-priority programs and projects. The Philippine financial system is regulated by government agencies and is composed of three sub-sectors: banks, non-financial institutions and insurance. Banks are the predominant players in this system with the *Bangko Sentral ng Pilipinas* as the main supervisor, and together with the Philippine Deposit Insurance Corporation (PDIC), acts as a regulator for banks.

Effective human resource management is essential in the attainment of an organization's strategic goals (Stone, 2002: 123). However, in the Philippines' public sector, the links between employee engagement and organizational commitment are not yet fully understood. The importance of GFIs in the financial stability of the country, therefore, inspired the researchers to study the level of engagement of its employees as it relates to their organizational commitment. The concept of engagement in this study is presented by four significant approaches: Kahn's need satisfying approach (Kahn, 1990), Maslach et al.'s burnout-antithesis approach (Maslach et al., 2001), Harter's et al.'s satisfaction-engagement approach (Harter et al., 2002), and Saks' multidimensional approach (Saks, 2006).

Research Questions

This paper seeks to find answers to the following questions, to wit:

- is there a relationship between employee engagement and organizational commitment in selected government financial institutions?
- do employee engagement and organizational commitment relationships vary by kinds of commitment (affective, continuance and normative)?
- is there a significant relationship between socio-demographic variables in terms of sex, age, civil status, educational attainment and length of service and organizational commitment in selected government financial institutions?

Scope

The study is limited to three selected GFIs, namely the Philippine Deposit Insurance Corporation (PDIC), *Bangko Sentral ng Pilipinas* (BSP) and Land Bank of the Philippines (LBP), and is mainly focused on the rank and file employees. All respondents are permanent employees and were randomly selected at the head offices within Metro Manila.

Employee Engagement and Organizational Commitment

Employee engagement is the extent to which an employee believes in the mission, purpose and values of the organization, as demonstrated by his/her attitudes towards his/her employer and customers, a lack of which can lead to organizational failure. On the other hand, organizational commitment is a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue membership in the organization. There are three types of organizational commitment – affective, continuance and normative.

Affective commitment occurs when individuals fully embrace the goals and values of the organization such that they become emotionally involved with the organization and feel personally

responsible for its success. Continuance commitment occurs when individuals base their relationship with the organization on the benefits derived from their service and what would be lost if they were to leave. Thus, they only put forth efforts when the rewards match their expectations. Normative commitment occurs when individuals remain with an organization based on expected standards of behavior or social norms.

An engaged workforce may be achieved through the employee's full understanding and commitment to the materialization of the mission and objectives of the organization, and through the organization's show of respect for the personal ambitions and aspirations of its employees. On the other hand, organizational commitment is affected by supervisory relationships such that employees tend to be more committed to the organization when they find it to be fair in its practices. Both employee engagement and organizational commitment can be enhanced by a more flexible and participatory management style.

Framework

For this study, the following theories will serve as the foundation, reference and primary consideration in analyzing and determining the recommendations and/or findings:

Kahn's Need Satisfying Approach

According to Kahn (1990), employees can be engaged on a physical, emotional and cognitive level. These levels are affected by three psychological domains that influence how employees perceive and perform their roles at work, namely meaningfulness, safety and availability. Meaningfulness is the positive sense of return on investment experienced by employees when they feel useful, valuable, not taken for granted and that their work is essential, desired and valued. On the other hand, safety is the ability to show one's self without fear of negative consequences to self-image, status, or career; while availability is the sense of possessing the physical, emotional and psychological resources necessary to perform a specific task.

Maslach et al.'s Burnout-Antithesis Approach

Employee engagement is a persistent positive affective state of fulfillment in employees characterized by vigor or their willingness to invest their efforts in their jobs, dedication or their active involvement in their work and absorption which happens when they are pleasantly occupied with work (Schaufeli et al., 2007, p. 74). According to the study of Maslach et al. (2001), employee engagement is the "positive antithesis" to burnout or an imbalance between the workers and the six work settings, namely workload, control, reward, community, fairness and values. Moreover, this engagement is associated with the match between an employee's profile and the job. This match can be characterized by a sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, justice and fairness, and meaningful and valued work.

Harter et al.'s Satisfaction-Engagement Approach

In this approach, Harter et al. (2002: 269) defined employee engagement as an individual's involvement, satisfaction and enthusiasm for work. The meta-analysis used Kahn's (1990) framework to develop a measure consisting of 12 items that assess employees' perception of their company as a working place. The results showed a positive relationship between employee engagement and several essential business outcomes such as customer satisfaction, loyalty, profitability, productivity, employee turn-over and safety.

Saks' Multidimensional Approach

This approach believes that engagement is developed through a social exchange theory. Saks (2006) defined employee engagement as a unique construct consisting of cognitive, emotional and behavioral components associated with individual role performance. There are two leading roles that organizational members perform: their work role and their roles as members of an organization. Saks (2006) also presented two separate states of engagement: job engagement or the psychological presence in one's job, and organizational engagement or the mental presence in one's organization. According to him, these measurements of engagement are related but are distinct. The significant predictors of the former are job characteristics and

organizational support, while those of the latter are procedural justice and corporate support. In general, Saks' research suggested that engagement can be experienced emotionally and cognitively while being demonstrated behaviorally.

Conceptual Framework

In particular, this inquiry intends to adequately measure the level of engagement of employee respondents to validate the relationship between employee engagement and organizational commitment in GFIs. The following assumptions guide the study framework:

Dependent variable   =   Organizational Commitment
Independent variable   =   Employee Engagement
Intervening variables   =   Age; Sex; Civil Status; Educational
                                             Attainment; Length of Service

Figure 1. The relationship of employee engagement and organizational commitment and their intervening variables Operational Framework
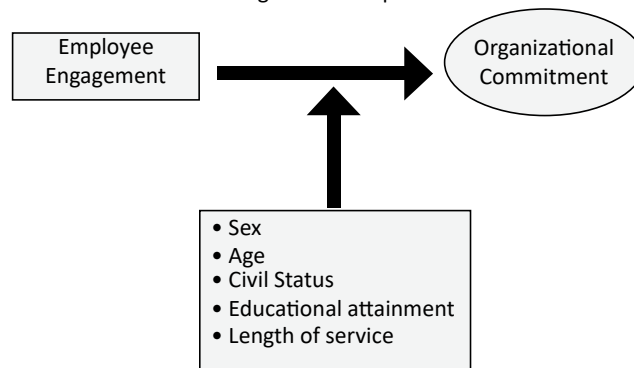
Employee Engagement – encompasses an individual employee's cognitive, emotional and behavioral states directed toward desired organizational outcomes

Organizational Commitment – employees' state of being committed to assist in the achievement of the organization's goals, and involves the employees' levels of identification, involvement and loyalty; it is an emotional response measurable through studying the behaviors, beliefs and attitudes of employees

Financial Institution – provides financial services which include its role as a financial intermediary

Rank and File Employees – non-executive and non-managerial employees

Length of Service – number of years of stay of the respondent in his/ her current employer

Hypotheses

This study assumes that employee engagement will positively influence the affective commitment and normative commitment of employees; on the other hand, continuance commitment will be negatively affected by it. Therefore, this study hypothesizes that there is a significant relationship between employee engagement and organizational commitment. The hypotheses are as follows:

H1: Employee engagement will be positively related to affective organizational commitment.

H2: Employee engagement will be negatively related to continuance organizational commitment.

H3: Employee engagement will be positively related to normative organizational commitment.

H4: There is no significant relationship between affective organizational commitment and the demographic profile of the employees in terms of sex, age, civil status, educational attainment and length of service.

H5: There is no significant relationship between continuance organizational commitment and the demographic profile of the employees in terms of sex, age, civil status, educational attainment and length of service.

H6: There is no significant relationship between normative organizational commitment and the demographic profile of the employees in terms of sex, age, civil status, educational attainment and length of service.

Approach

This study employed a combined case study-survey type design wherein survey questionnaires and FGDs were utilized. All survey respondents were randomly selected rank and file GFI employees of the PDIC in Makati City, BSP in Manila and Quezon City, and LBP in Malate, Manila. The sample size was computed using the following formula:

$$N1 = (Z0.5\alpha) \times P((1-P)/e)2$$

Where:
α = 0.05, level of significance
$Z0.5\alpha$ = the standard normal variate associated with α
E = is the margin of error
P = 0.5 is assumed to get the maximum sample size

This study used the Gallup Q12 Questionnaire and Myer and Allen Model of Organizational Commitment Questionnaire as the main tools. The former was utilized to measure the independent variable and the latter the dependent variable. The questionnaires were self-administered and completed individually by the respondents. Data was collected over six months. The questionnaires were supplemented by FGDs. Groups of 3-4 randomly selected employees were gathered in a meeting room for three separate schedules. The discussion was anchored on the objectives explained at the beginning of the face-to-face interview.

Frequency distribution for the socio-demographic profile of the respondents was done using the Statistical Package for the Social Sciences program. On the other hand, the Pearson product-moment coefficient of correlation, r, was used to measure the degree and direction of the linear relationship between the variables in the employee engagement group and organizational commitment group.

Findings and Discussions

Respondents

Eight hundred ninety-seven (n=897) respondents came from three GFIs: BSP, LBP and PDIC. The GFIs had a total population of

6,064 employees as shown in Table 1. Most of the respondents (n=371, 41.36%) were from BSP. Those from LBP comprised about 36 percent (n=320) of the sample, while those from PDIC accounted for about 23 percent (n=206).

Table 1. Distribution of the Population and Sample of GFI Respondents

GFI	Population	Sample	% of Sample Based on the Population	% of Total Respondents
BSP	4,072	371	9.11	41.36
LBP	1,590	320	20.12	35.67
PDIC	402	206	51.24	22.97
Total	6,064	897	14.79	100.0

Majority of the respondents were female (n=560, 62.43%). Male respondents (n=337, 37.57%) made up about one-third of the sample. Most respondents (n=297, 33.11%) were between 20 and 30 years old. Another third (n=285, 31.77%) were from 31 to 40 years of age. About one-fourth (n=181, 20.18%) were within the age range of 41 to 50 and about 15 percent (n=134) were 51 years and older. Among the 897 respondents, there were more married (n=505, 56.30%) than single respondents (n=392, 43.70%). Among the 505 married respondents, 128 had at least two children.

All respondents were professionals, most of whom (n=639, 71.24%) had a Bachelor's degree. More than one-fourth, however, had graduate studies (n=258, 28.76%). As for the length of service, most respondents (n=525, 58.53%) have been in government service from less than one year to 10 years. About one-fourth had served from 11 to 20 years (n=191, 21.29%). One-hundred forty (15.61%) have been working for the government for 21 to 30 years. Interestingly, approximately five percent (n=41) have been employed in government for longer than 30 years.

Relationships Between Employee Engagement and Organizational Commitment

Affective Commitment and Employee Engagement

The results, as shown in Figure 2, show the engagement level and the affective commitment of employees as directly related

such that when the former increases, the latter increases as well. The responses of the participants demonstrated that most employees who had *very low* employee engagement rated themselves as having *low* affective commitment, with 73.90 percent rating themselves low, 17.40 percent *very low* and 8.70 percent *moderate*. None of these respondents rated themselves *high* in affective commitment. Graphical observations also manifested that the percentage of employees who felt that they have either *very low* or *low* levels of affective commitment decreased as levels of employee engagement increased. In general, this observation agrees with one of the hypotheses of this research work, which states that employee engagement will be positively related to affective organizational commitment.

Figure 2. Affective Commitment vs. Employee Engagement
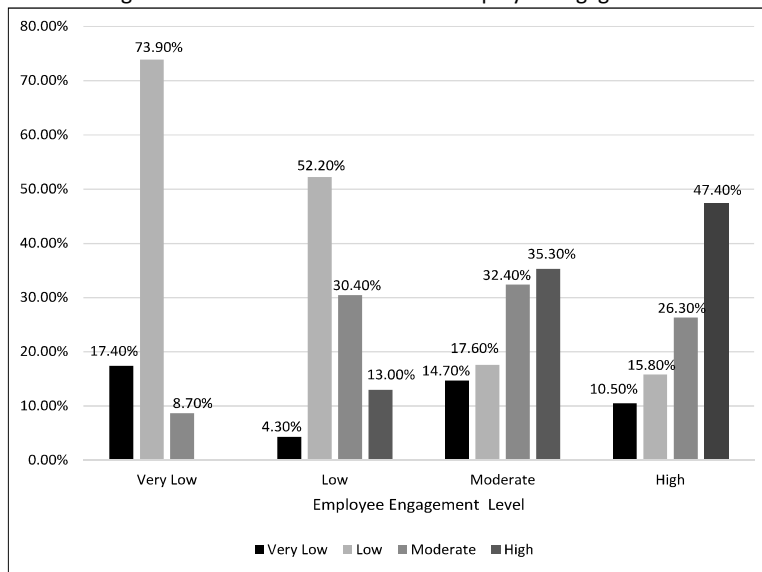
Affective Commitment and Sex

The majority of the respondents in this study were female, comprising 62.43 percent of the surveyed employees. Figure 3 shows that female employees have higher affective commitment compared to male employees such that 56.90 percent of females rated themselves moderate (34.60%) or high (22.40%) while only 39 percent of males rated themselves moderate (12.20%) or high (26.80%). This is in

agreement with the study of Allen and Meyer (1997), which showed that affective commitment is high in working environments that foster equity between the employees, especially between those of the opposite sex.
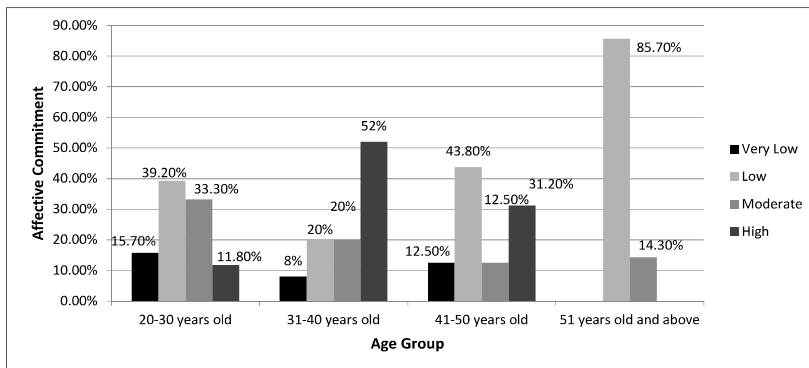
Figure 3. Affective Commitment by Sex
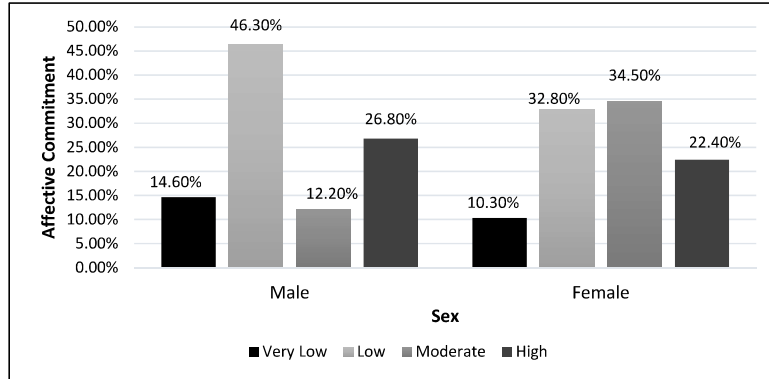
Affective Commitment and Age

Affective commitment seemed to decrease as employees got older, as shown in Figure 4. It was observed that friendships made in the workplace seemed to have a more significant impact on younger employees but had less influence on older ones since they can be deemed to have a more stable circle of friends outside the company. Moreover, the energy and time for engaging in developing relationships in the workplace could be limited as one gets older.

Figure 4. Affective Commitment by Age

Affective Commitment and Civil Status

In general, both single and married groups showed a low level of affective commitment, as shown in Figure 5. Looking at the four levels of affective commitment, it was observed that the distribution for single employees followed a normal curve while that of married employees did not. However, when affective commitment levels were collapsed to examine positive and negative values, the distribution for both groups were about the same.

Figure 5. Affective Commitment by Civil Status
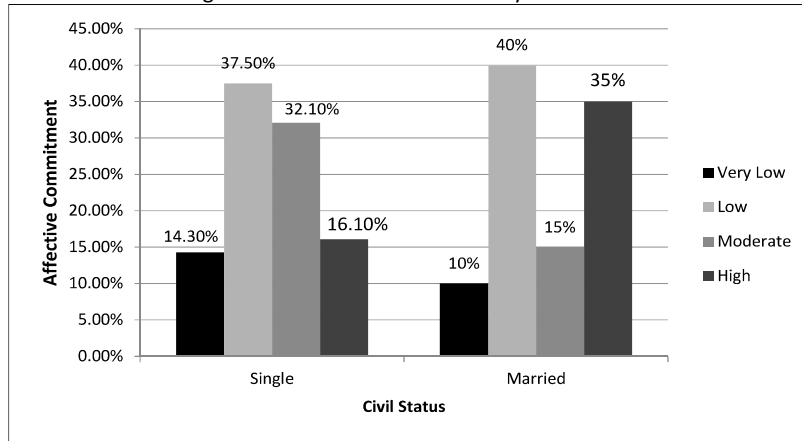
Affective Commitment and Educational Attainment

Figure 6 shows that affective commitment was directly related to employees' educational attainment, as shown by 71.40 percent of employees with graduate studies rating themselves with moderate to high affective commitment compared to their peers with only bachelor's degrees. This may be due to the fact that, in general, employees with higher educational backgrounds tend to have a more influential 'voice' or have greater participation in the decision making and processes in organizations. This is essential in maintaining and improving employees' affective commitment which appear to be in accordance with the studies of Lucas et al. (2006), Robinson et al. (2004) and Allen and Meyer (1997).

Figure 6. Affective Commitment by Educational Attainment
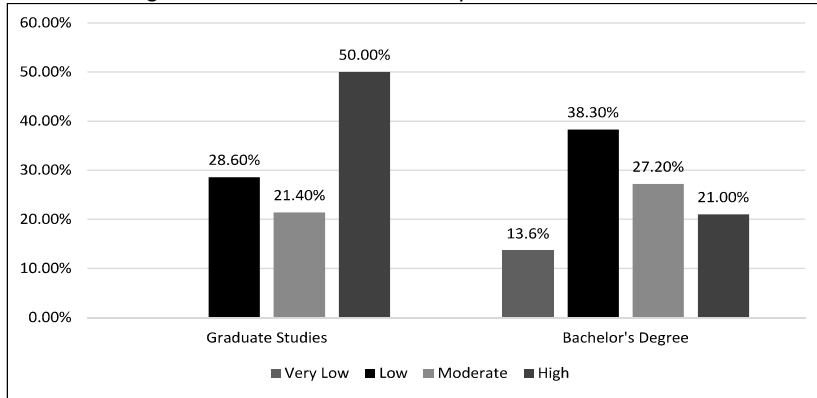
Affective Commitment and Length of Service

Figure 7 shows that employees with 1 to10 years of service tended to have a normal distribution of affective commitment to the company. However, as the years of service increased (11-30 years), they tended to rate themselves low moderate.

Figure 7. Affective Commitment by Length of Service
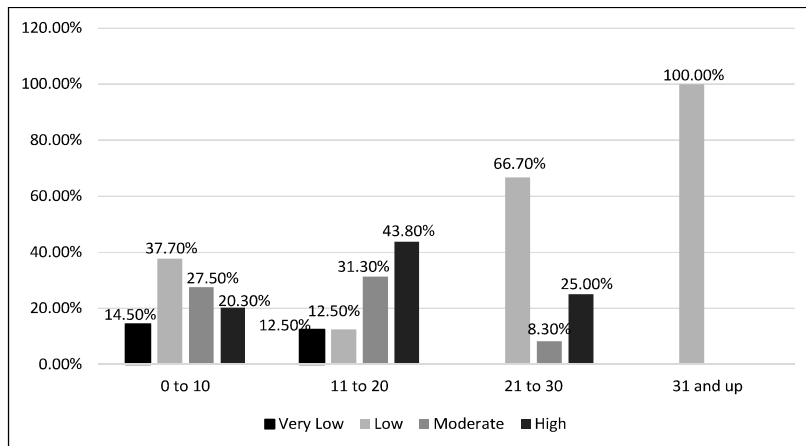
On the other hand, respondents who have been in service for more than 30 years all rated themselves with a low level of affective commitment. This result disagrees with the findings of Baron and

Greenberg (1990) that senior company employees tend to have higher levels of responsibility and autonomy in their jobs, making them develop more significant affective commitment. The disparity may be attributed to their possible accumulation of negative experiences as the years in the service of the same company increased. Moreover, this may be explained by how senior employees tend to take in negatively restructuring changes in organizations involving significant downsizing of employees (Allen and Meyer, 1997).

Continuance Commitment and Employee Engagement

Most respondents had low levels of continuance commitment regardless of employee engagement, as shown in Figure 8. This result may imply that the continuance commitment of employees may be independent of their employee engagement, which deviates from one of the hypotheses in this study stating that employee engagement is negatively related to the continuance organization commitment.

Figure 8. Continuance Commitment vs. Employee Engagement
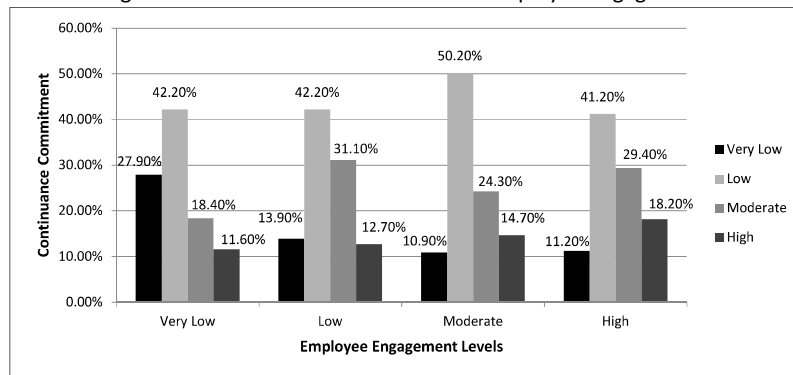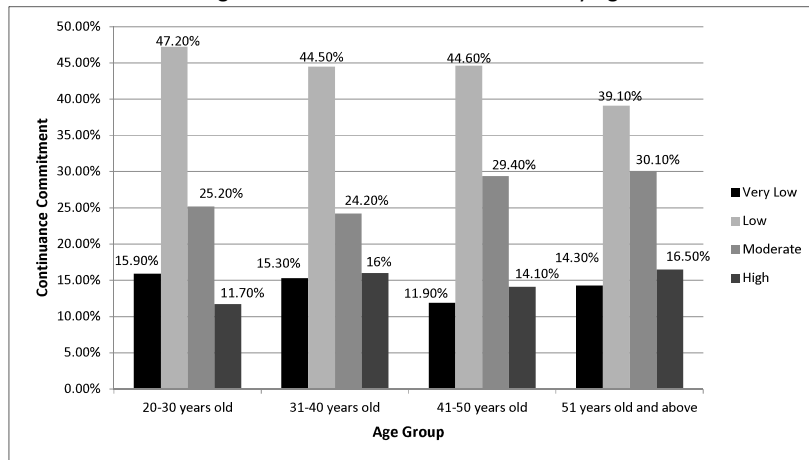

Continuance Commitment and Sex

Continuance commitment of male and female respondents are quite similar such that for both groups, most indicated either low or very low. These findings seem to be in congruence with the study of Mathieu and Zajac (1990), who argue that gender differences affecting employees' continuance commitment are actually due to the differences in the work characteristics and environments associated with the sex and not the sex group itself.

Figure 9. Continuance Commitment by Sex
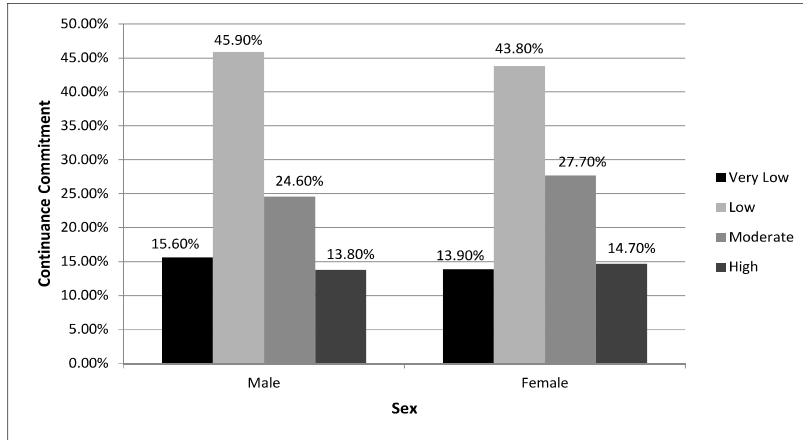
Continuance Commitment and Age

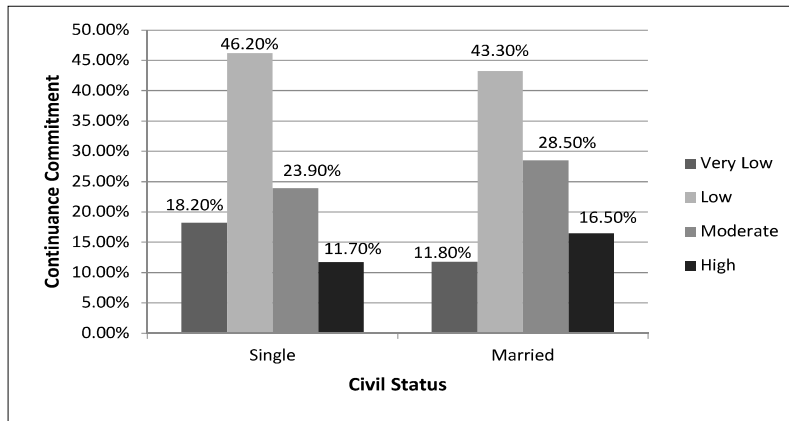Figure 10. Continuance Commitment by Age

More than 50 percent of the respondents, regardless of age group, had either low or very low continuance commitment, as shown in Figure 10. Further, continuance commitment was lowest among those who were younger, while employees with either moderate or high continuance commitment were found in the group aged 51 and above. This result may be attributed to how younger employees tend

to have more physical strength than the older ones such that the latter tends to believe they have more restrictions and thus, fewer job options, unlike their younger counterparts.
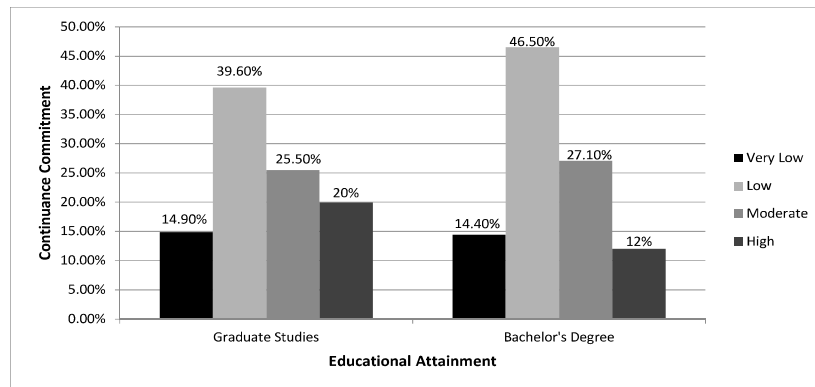
Continuance Commitment and Civil Status

Figure 11. Continuance Commitment by Civil Status

As shown in Figure 11, most respondents, regardless of civil status, had a low level of continuance commitment. However, the trend indicates that, in general, married employees had higher levels of continuance commitment compared to single employees.

Continuance Commitment and Educational Attainment

Figure 12. Continuance Commitment by Educational Attainment

Results shown in Figure 12 show that regardless of the respondents' highest educational attainment, all indicated either low or very low levels of continuance commitment.

Continuance Commitment and Length of Service

The modal level of continuance commitment was low regardless of how long the employees stayed in the company, as shown in Figure 13. However, it was noted that the percentage of employees who indicated a low level of continuance commitment decreased as their length of service increased. It might be because loyalty develops when one stays longer in a company. This observation also supports the idea that members who are expected to stay longer in a company have a greater sense of organizational commitment rather than those who stay for a shorter period. Moreover, according to the "side-bet" theory, employees who hold their positions for a long period contribute to their continuance commitment regardless of the environmental stress they experience, as stated in Becker's (1960) study.

Figure 13. Continuance Commitment by Length of Service
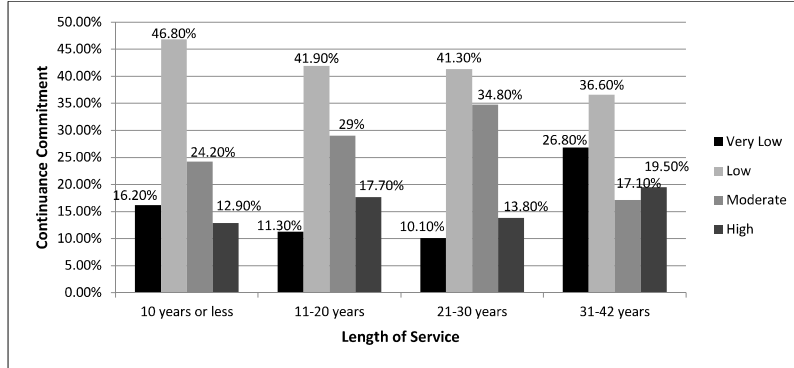
Normative Commitment and Employee Engagement

The modal level of normative commitment for those with very low to moderate employee engagement levels is low, as shown in Figure 14, except for employees with high employee engagement levels. Nonetheless, it can also be deemed that as employee engagement increases, normative commitment also increases.
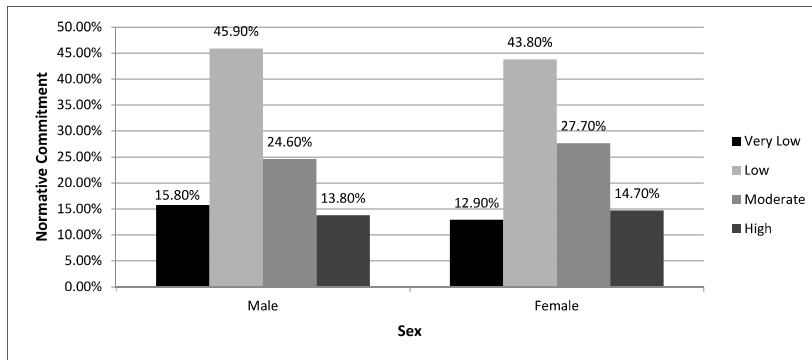
Figure 14. Normative Commitment vs. Employee Engagement
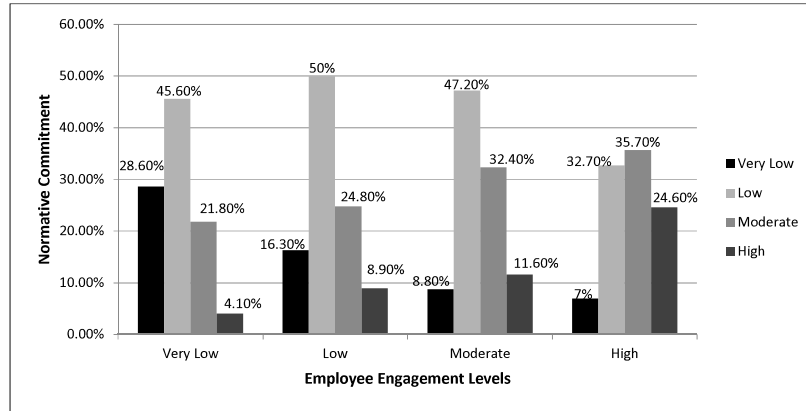
Normative Commitment and Sex

Figure 15 shows that for both male and female employees, the modal level of normative commitment was low. However, it appears that normative commitment is higher for male than for female employees.
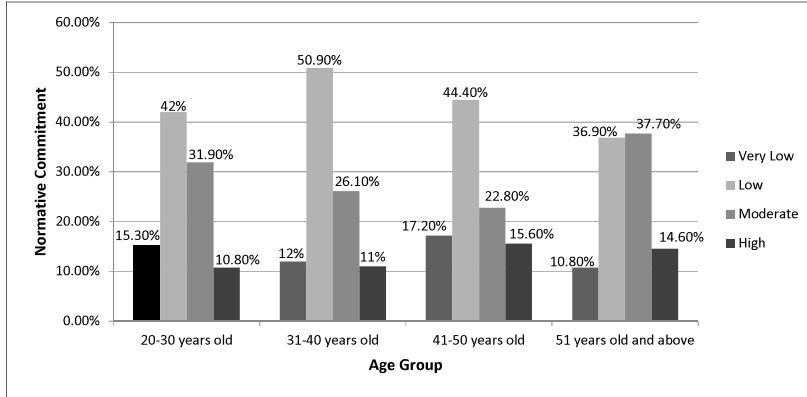
Figure 15. Normative Commitment by Sex

Normative Commitment and Age

Figure 16 shows the relationship of normative commitment and the employees' age. Based on the said figure, there was no definitive observation/trend regarding the influence of age on the levels of normative commitment.
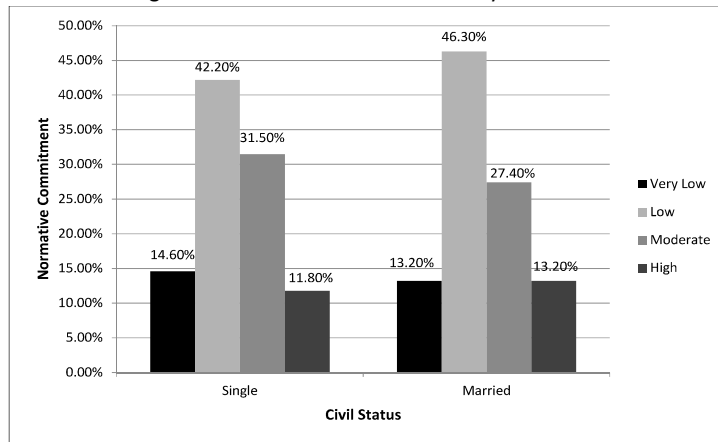
Figure 16. Normative Commitment by Age

Normative Commitment and Civil Status

Most employees, regardless of civil status, rated themselves with a low level of normative commitment, as shown in Figure 17. Therefore, it can be concluded that civil status does not influence normative commitment.
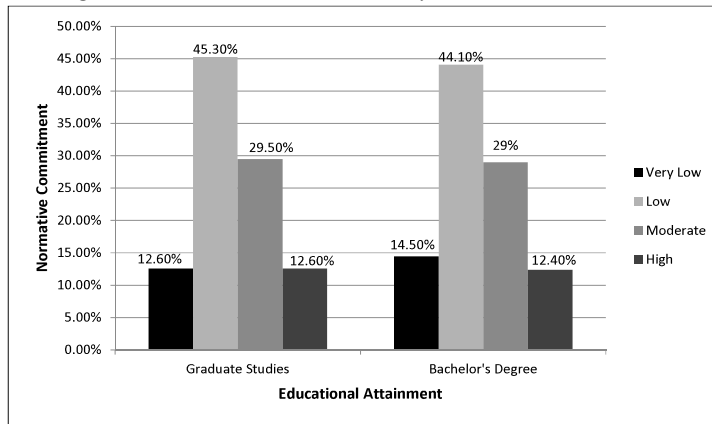
Figure 17. Normative Commitment by Civil Status

Normative Commitment and Educational Attainment

Figure 18 shows the effect of educational attainment on the employees' normative commitment. The findings suggest

that having a bachelor's or a master's degree does not influence normative commitment.

Figure 18. Normative Commitment by Educational Attainment

Normative Commitment and Length of Service

As shown in Figure 19, many respondents across the groups rated themselves with a low level of normative commitment. This result disagrees with Mowday et al. (1982) on the effect of employees' length of service on normative commitment. According to Mowday et al. (1982), employees with long years of service and who retain their positions for a long time tend to deal with it by developing normative commitment.

Figure 19. Normative Commitment by Length of Service
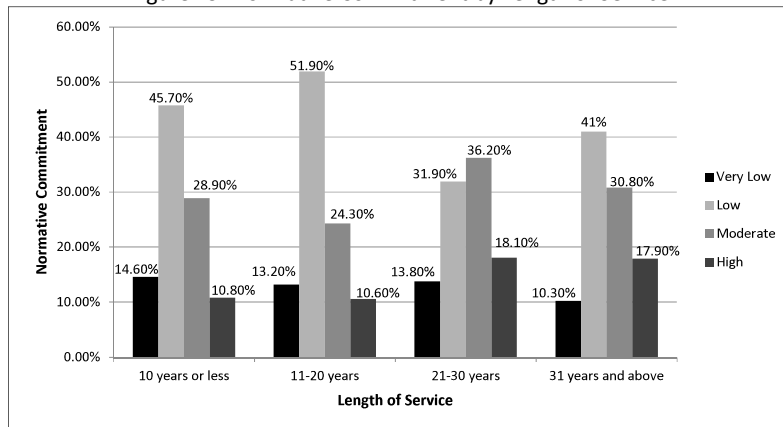
Organizational Commitment and Employee Engagement

Figure 20 shows the levels of organizational commitment slightly increasing as the levels of employee engagement increase. It was also observed that there were shifts in the type of organizational commitment when employee engagement level is higher. Employees with very low employee engagement levels were highest in continuance commitment and lowest in affective commitment. On the other hand, the order was reversed for those with high employee engagement levels. Those who had very low employee engagement levels focused more on continuance commitment and less on affective commitment, while the reverse was true for those with high employee engagement levels.

Figure 20. Means of Organizational Commitment and Employee Engagement
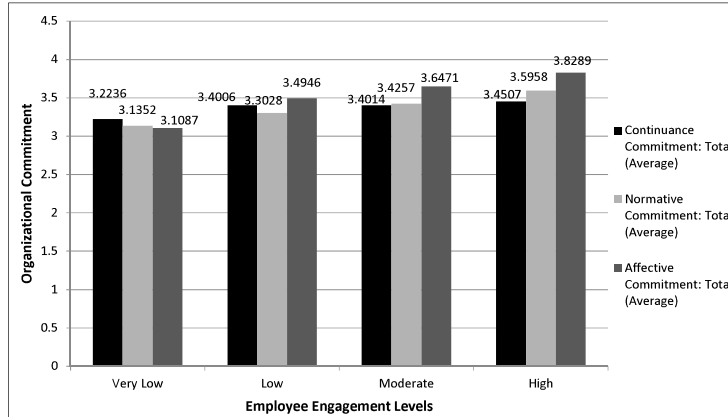
Organizational Commitment and Sex

For both male and female employees, affective commitment had the highest means among the three types of organizational commitments. It was also noted that female employees gave the most importance to affective commitment while male employees gave relatively equal importance to all three types of organizational commitment.

Figure 21. Means of Organizational Commitment by Sex
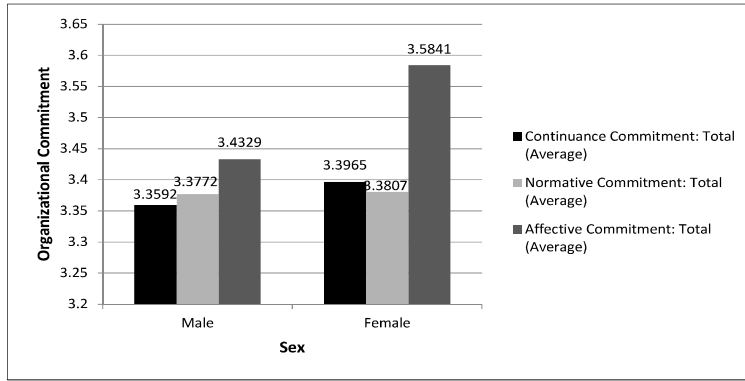
Organizational Commitment and Age

Figure 22. Means of Organizational Commitment by Age
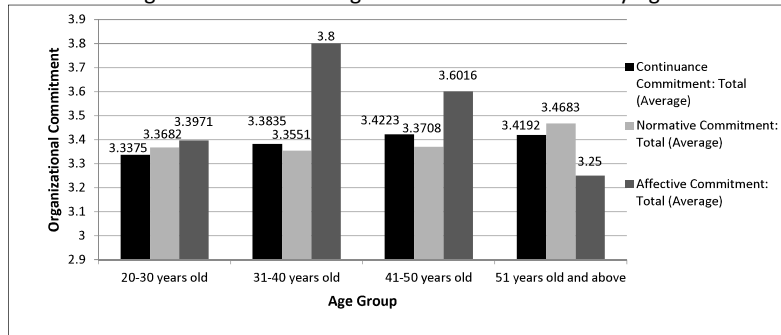
Figure 22 shows that for employees between the ages of 20 to 30, all three types of organizational commitment were rated about equally, with affective commitment only having a slight advantage over the two. However, for the other age groups (31-40 years old and 41-50 years old), the importance of affective commitment seemed to stand out while the two other types of organizational commitment were given about the same ratings. On the other hand, employees aged 51 and above gave the highest importance to normative commitment while affective commitment was the lowest.

Figure 23 shows that for both single and married employees, affective commitment was the most important. However, the former gave the least importance to continuance commitment while the latter gave the least importance to normative commitment.

Figure 23. Means of Organizational Commitment by Civil Status
Organizational Commitment and Civil Status
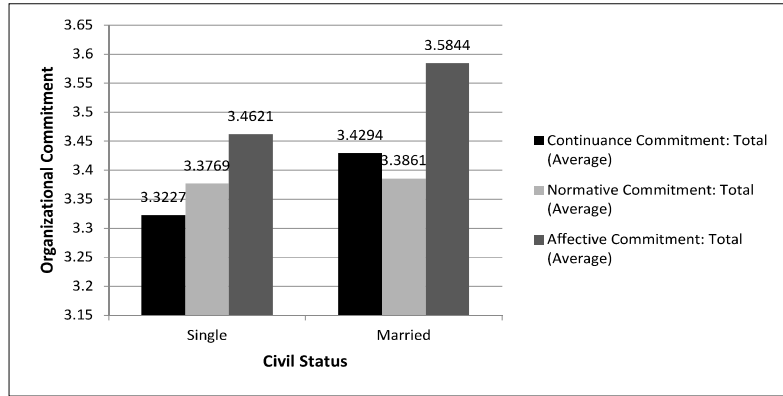
Organizational Commitment and Educational Attainment

Figure 24. Means of Organizational Commitment by Educational Attainment
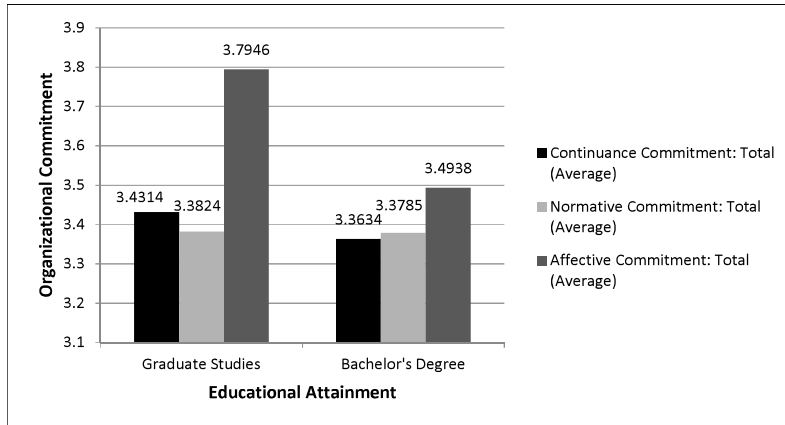
Employees with graduate studies gave the most importance to affective commitment and about equal importance to the other two types of organizational commitment, as shown in Figure 24. On the other hand, those with a bachelor's degree equally valued all three types of organizational commitment.

Organizational Commitment and Length of Service

Figure 25 shows employees having served from 0 to 30 years gave the highest importance to affective commitment. On the other hand, employees with more than 30 years of service gave the least significance to affective commitment and the highest to normative commitment. Those with 0 to10 years and 21 to 30 years of service might have still been adjusting to the changing demands of their work and peers and were thus balancing the importance of the three types of organizational commitment. Those with 11 to 20 years of service must have been relying more on the support of their peers such that they valued affective commitment the most. On the other hand, those with more than 30 years of service gave the most importance to normative commitment since they are the most familiar with and adjusted to proper company behaviors and procedures; thus, they valued compliance and conformity.

Figure 25. Means of Organizational Commitment by Length of Service
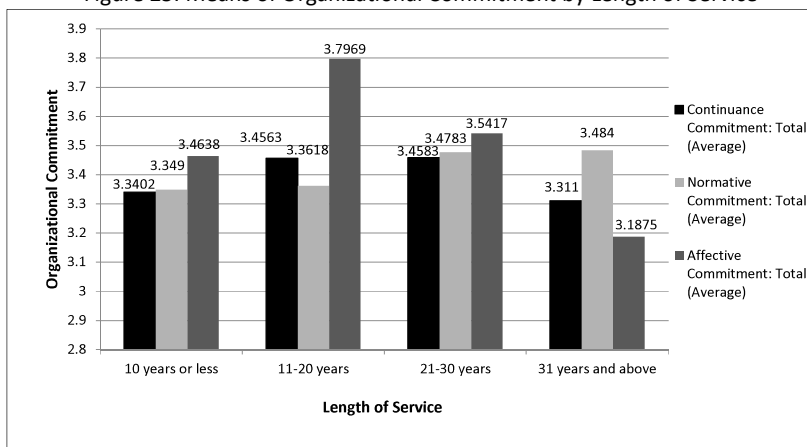
Testing the Hypotheses of the Study

The results showed that affective commitment was correlated with seven of 12 statements in employee engagement, thus indicative of the direct relationship between the two. It means that hypothesis 1 (H1) of this study holds and accordingly, the results agree with Meyer and Allen's (1991) postulation that affective commitment

was the employee's emotional attachment to, identification with and involvement in the organization. Members who have an affective commitment to the organization continue working for the organization because they want to. These employees stay with the organization because they view their employment relationship as congruent with the goals and values of the organization.

The results also showed that all statements were positively correlated with employee engagement. Thus, hypothesis 2 (H2) of this study is not valid. This might be explained by the fact that the respondents had a high level of awareness on the consequences of resigning from their respective organizations and their decision to stay depended on economic factors (salary and benefits). Employees seemed to be enticed by other forms of compensation such as provident funds, retirement/pension plans, longevity pay, etc. which they could lose if they do not to stay in their respective organizations. For hypothesis 3 (H3), the findings of this study confirmed that employee engagement was positively related to normative organizational commitment such that members tend to be committed to an organization based on moral reasons and as influenced by the accepted rules about reciprocal obligations between the organization and its members (Wiener and Vardi, 1980: 86). The mutual commitment is based on the Social Exchange Theory, which served as the framework of this study.

Finally, on the fourth (H4), fifth (H5) and sixth (H6) hypotheses, the results indicated no significant relationship between affective, continuance and normative types of organizational commitment and the demographic profile of the respondents. Thus, H4, H5, and H6 are accepted.

For the variables of Employee Engagement, Work Expectations, Availability of Work Materials and Equipment, Sense of Self-fulfillment, Thoughtfulness, Support, Attentiveness, Purposefulness, Commitment to Quality Work, Friend at Work and Personal Growth, overall results have found that these are most correlated with the same organizational commitment variables of desire to stay in the organization and pride in the organization. On the other hand, other employee engagement variables such as Recognition at Work and Concern About Progress have the highest correlation with the organizational commitment variables "desire to stay in the organization," "empathy with the organization," "pride in the organization" and "empathy with organization," respectively.

In summary, eight of 24 organizational commitment variables were significantly correlated with all the 12 variables of employee engagement. On the other hand, one organizational commitment variable, Fear of Consequence of Leaving, was found as not having any significant correlation with any of the employee engagement variables.

Focus Group Discussion Results

All the FGD participants, except one, had generally positive attitudes towards work. The reasons behind this include friendships with colleagues, love for the job, pride and privilege felt towards the tasks they handle, etc. The following are some of the respondents' responses and statements that highlight the said findings.

> *"Meron sa Landbank na pwede naming ipagmalaki sa ibang mga empleyado, yung meron kasi kaming provident fund. Monthly kinakaltasan ng Bangko 'yung mga empleyado pero tinutumbasan din ng Bangko. So kami, share ako, P10 , si Bangko magte-ten pesos din. So meron kaming P20. [We are proud to say that here in Landbank, we have a provident fund. A portion of our salary goes to our monthly contribution, and the bank also contributes on our behalf. If I share 10 pesos, Landbank also shares 10 pesos, thus we both have 20 pesos worth of shares.]*

> *"Kailangan masaya. Masaya akong papasok. Tapos light. Light 'yung feelings ko kasi maaga nga ako umaalis. Wala akong masasagupang traffic. Magaan. Magaan 'pag pumapasok ako umaalis ng bahay, 5:30 everyday." [I have to go to work in a good mood. I feel better when I leave early. There's no traffic, everything seems peaceful especially whenI leave home at 5:30 in the morning every day.]*

> *"Masaya din. Kasi makikita mo ulit yung mga kaibigan mo, mga co-workers mo, mga officemates mo ganyan. Yung mga bestfriend mo sa opisina, mga BFF." [I am also happy because I will see my close friends and colleagues in the office.]*

> *"Bukod sa masaya, light ang feeling, kailangan talaga pumasok, kasi may commitment ka. Kasi may naiwan kang*

trabaho na kailangang i-submit. May mga commitment."
[Fun aside, you have to report for work because you made a
commitment. There are tasks you have to complete.]

These results are in line with that of Robinson et al. (2004), who described engagement as a two-way relationship between the employer and employee. Second, the representation of employee engagement by two dimensions, job engagement, and organizational engagement, can be considered a significant contribution. The result of the FGD has provided empirical evidence to support the distinct constructs of job engagement and organizational engagement by Saks (2006). Moreover, this outcome strengthens the notion that measurement of employee engagement is positively related to the measure of organizational commitment, which is affective.

The GFI rank and file employees demonstrated and affirmed Kahn's concept of employee engagement; they showed this through their actions and attitudes toward their organizations and customers. Several employees stated that GFI superiors are more people-oriented than those from private banks. Moreover, work-life balance and job security were also some of the things that make the employees stay longer in their respective organizations. However, there was an employee who saw his job as something that he needs to do rather than something he wants to do. For him, work culture building is essential to engage employees in an organization.

Summary and Moving Forward

In summary, organizational commitment in GFIs is characterized by a high level of employee engagement, where they primarily demonstrated an affective commitment that enabled them to enjoy work and be satisfied, motivated and privileged to represent their respective organizations. The next type of organizational commitment they exhibited is the normative type, which makes them proud of their companies and lets them identify themselves with their organizations. Lastly, the least kind of organizational commitment they demonstrated was continuance commitment, which dictates that employees sustain/ strengthen their commitment to their respective institutions mainly because of the benefits they receive. In general, these high levels of organizational commitment they have internalized will make them stay and be committed members of their respective GFIs.

Overall, the results of this research support the idea that an engaged workforce can help increase the workers' level of commitment, which can eventually lessen job burnout, turnover, absenteeism, disloyalty, counter productivity and other withdrawal behaviors. The connection between employee engagement and organizational commitment can give HR practitioners and managers powerful tools to develop workplace strategies that can significantly improve the employees' satisfaction, fulfillment and loyalty.

The findings of this study were deemed to be advantageous in sustaining organizations like GFIs. GFIs can use this study in uncovering affective organizational commitment among its employees. Moreover, this study may become a basis for enhancing employees' professional growth and development. In general, the results of this investigation indicate that it is worth it for GFIs to invest in HR management practices that can increase their employees' level of engagement since investing in engagement can save turnover costs.

It is imperative that the companies look into employee engagement considering the employer-employee relationships since employees now look for a work environment that will nurture career development. Therefore, employer branding or how their employees project themselves as members of their companies becomes vital, and a company's brand has become crucial to overall HR management. It means that companies should develop a mutually beneficial partnership among the organization, manager and employee, collaborating to improve career-management practices and outcomes (Wilson, 2006).

Companies can also create a better recruitment strategy through their employee value proposition (Binghay, 2016). A company's candidate pool must be managed as if it was among the most precious resources an establishment could have. Further, operational and strategic measures should be put in place while engaging the workforce in integrated project management. Moreover, when companies can bring in the best, they should be able to keep the best. Ensuring organizational commitment, management should empower their HR office to revisit their mandates and make HR programs strategic to sustain employee engagement, motivation and productivity. The following recommendations may address these said concerns:

1. Include employee engagement, empowerment, motivation and productivity to the company's primary core values.

2. Develop team-based engagement and performance management through works or projects.
3. Implement mentoring programs to foster and promote a culture of cooperation.
4. Regularly check feedback on the employees' strengths and opportunities for professional growth through one-on-one sessions.
5. Develop programs that will encourage the work-life balance and flexibility of employees.
6. Develop relevant reward and recognition programs that will answer the needs of every work generation profile (millennials, etc.) to create balance and equity of rewards.
7. Encourage members to join the company's corporate social responsibility initiatives.
8. Provide strategic training and development initiatives that will improve the talents and competencies of employees.
9. Introduce programs that involve the celebration of the company's achievements, whether big or small, to reinforce the concept of giving value to all employees.
10. Host an annual family day program that will promote camaraderie among employees.

Finally, the Civil Service Commission, as the central personnel agency of the government, can launch and strengthen its organization development programs. The sample is limited to rank and file employees of selected GFIs. Therefore, this might not be representative of the whole population. Future research could be extended by including officers holding supervisory, technical and managerial positions to have a larger sample size, and the outcomes can be generalized to an enormous scope of the population. More similar researches need to be conducted concerning employee engagement as a feasible construct and the relationship among organizational commitment, retention and work productivity.

References

Allen, N.J., and J.P., Meyer. (1997). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.

Bangko Sentral ng Pilipinas. (2015). *Bangko Sentral ng Pilipinas – Banking Supervision*. Retrived from www.bsp.gov.ph.

Baron, R.A., and J. Greenberg. (1990). *Behaviour in Organization: Understanding and Managing the Human Side of Work, Third Edition.* Toronto: Allyn and Bacon.

Becker, H.S. (1960). Notes on the concept of commitment. *American Journal of Sociology,* 66, 32-42.

Binghay, Virgel C. (2016). Attracting and retaining top talent in today's competitive market: An introduction to the employee value proposition. *Labor and industrial relations in the Philippines: A Reader.* School of Labor and Industrial Relations, University of the Philippines. (pp 195-212).

Harter, J.K., F.L. Schmidt, and T.L. Hayes. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology,* 87(2), 268-79.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal,* 33 (4), 692-724.

Landbank of the Philippines. (2014). *Landbank of the Philippines Corporate Governance Manual*. Retrieved from www.lbp.gov.ph.

Lucas, R., Lupton, B., and Mathieson, H. (2006). *Human Resource Management in an International Context*. London: CIPD.

Maslach, C., W.B. Schaufelli, and M.P. Leiter (2001). Job burnout. *Annual Review of Psychology*, 52, 397-422.

Mathieu, J.E., & Zajac, D.M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108, 171-194.

Meyer, J.P., & Allen, N.J. (1984). Testing the 'side-bet theory' of organizational commitment: Some methodological considerations. *Journal of Applied Psychology*, 69, 372-378.

Meyer, J.P., and N.J. Allen. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1, 61-89.

Mowday, R.T., L.W. Porter, and R.M. Steers. (1982). *Employee-Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover.* San Diego, California: Academic Press.

Robinson, D., Perryman, S. & Hayday, S. (2004). The Drivers of Employee Engagement. *Institute for Employment Studies, Brighton, Report 408.* Retrieved on December 2015.

Saks, A. (2006). Antecedents and Consequences of Employee Engagement. *Journal of Managerial Psychology* Vol. 21 No.7, 600-619.

Schaufeli, W.B., and M. Salanova. (2007). *Work engagement: An emerging psychological concept and its implications for organizations* in S.W. Gilliland, D.D. Steiner, and D.P. Skarlicki (Eds.), Research in Social Issues in Management: Managing Social and Ethical Issues in Organizations. Vol. 5, Greenwich, CT: Information Age Publishers.

Stone, L. (2002). The Islamic crescent: Islam, culture, and globalization. *Innovation*, 15 (2), 121-131.

Wiener, Y & Vardi, Y. (1980). Relationships between job, organization, and career commitments and work outcomes: An integrative approach. *Organizational Behavior and Human Performance*, 26, 81-96.

Wilson, B. (2006). Using career management to enhance your employee value proposition. China Staff, 12(6),10-13.