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INFLUENCE OF EMPLOYEE ENGAGEMENT ON THE ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES OF COMMERCIAL BANKS

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ABSTRACT
This study aimed to determine the specific domain of employee engagement that significantly influenced organizational commitment among employees of Commercial Banks in Tagum City. The respondent of this study were the 230 regular employees of Commercial Banks in Tagum City. It utilized quantitative non-experimental using causal effect technique. It used two sets of adapted questionnaires in gathering the data to determine the level of employee engagement and organizational commitment among employees of Commercial Banks in Tagum City. Results revealed that employee engagement was very much evident in terms of job engagement and organizational engagement. Organizational commitment was very much evident in terms of affective commitment, continuance commitment, and normative commitment. Moreover, there existed a significant relationship between employee engagement and organizational commitment among employees of Commercial Banks in Tagum City. All the domains of employee engagement such as job engagement and organizational engagement predicted the organizational commitment among employees of commercial banks in Tagum City. Hence, this implied that employee engagement shown by regular employees of banks directly affected employee's organizational commitment.

Keywords:
Employee engagement, organizational commitment, commercial banks

INTRODUCTION

Organizational commitment has been prevalently decreasing among employees across different industries. It has been a perennial problem to think that organizational commitment cannot be improved. But, it is worth noting that the component of employee engagement is commitment, and that employee engagement predicts organizational commitment. Organizational commitment also leads to job satisfaction, which helps them succeed throughout their careers. Organizational commitment grows with the increased job satisfaction and employee engagement (Ganiron, 2013).

Apparently, organizational commitment is very important in the banking industry because it is a power which ties a person to a strategy relevant to at least one target. Past works had recognized three types of organizational commitment: full of feeling responsibility (worker's enthusiastic connection to the association); continuation commitment (expenses of quitting the organization), as well as regulating commitment (sentiment commitment to proceed with work with the organization) (Von Nordenflycht, 2010).

On the other hand, in Bacolod, a local setting in the Philippines, a study was conducted which revealed that worker-respondents had a high degree of work commitment. Organizational commitment has been referred as one of the utmost significant aspects in deciding whether or not an employee can remain with the company and enthusiastically contribute to its success. Employees' high organizational commitment can be considered by management in finding different ways to make employees feel or grow a strong sense of devotion to the association, where association is vital, and that they cannot simply leave or that they must stay because it is the right thing to do. To improve their organizational commitment, management should look at preparation, participation, benefits, and improving the human environment (Nisola-Blance & Menes, 2013).

Hence, this study is important because it adds to the body of knowledge by looking at the connection among two measures of work engagement and three measures of organizational commitment. Furthermore,

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no research was found that looked at the two measures of job engagement to the situation of locale of this study. Indeed, this study increased frontline employees' understanding work engagement's consequence towards organizational commitment, also it was presumed that it added to the existing literature in the banking industry, where such research was desperately needed to conduct.

Research Objectives

The purpose of this study was to determine what domain in the employee engagement significantly influenced to organizational commitment among employees of commercial banks in Tagum City. Specifically, it aimed:

1. To describe the level of employee engagement among commercial bank employees in terms of:
   1.1. job engagement; and
   1.2. organizational engagement
2. To describe the level of organizational commitment among commercial bank employees in terms of:
   2.1. affective commitment;
   2.2. continuance commitment; and
   2.3. normative commitment
3. To determine the relationship between the level of employee engagement and the level of organizational commitment among employees in the commercial banks.
4. To determine what domain in the employee engagement significantly influence to organizational commitment of employees in the commercial banks.

METHODOLOGY

Research Design

This study work utilized Quantitative Non-Experimental Design using Causal Effect technique through regression-analysis. The regression analysis technique was utilized to identify which indicator of the independent variable (employee engagement) significantly influenced the dependent variable (organizational commitment). Moreover, the descriptive method entailed gathering of data in order to test hypotheses or answer questions pertaining to the current status of the subjects of a study under investigation (Bordens & Abbott, 2008).

Hence, this method was utilized in describing the level of work engagement together with the level of organizational commitment. Meanwhile, correlational research observed the values of two or more variables and determines what relationships exist between these variables. Thus, this method was appropriate to be used since this research aimed to identify if there existed a significant connection between the level of work engagement and the level of organizational commitment that were both quantifiable phenomena and can be related.

RESULTS AND DISCUSSIONS

Level of Employee Engagement

Table 1 presents the Employee Engagement in Commercial Banks with an overall mean of 4.53 describes as very high. The results implies that the level of Employee Engagement in Commercial Banks is very much evident. Grounded on the result, job engagement gets the highest average score of 4.65 which is described as very high. Lastly, it is followed by organizational engagement with a mean of 4.42 which describes as very high.

Table 1.
Level of Employee Engagement

Indicators	Mean	SD	Descriptive Equivalent
Job Engagement	4.65	0.401	Very High
Organizational Engagement	4.42	0.499	Very High
Overall	**4.53**	**0.398**	**Very High**

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The results is congruence with Saks (2006) who says that engagement to organization was the degree to which a worker is considerately prepared as an employee of an organization. This result is further reinforced by Blau's (1964) Theory of Social Exchange (SET), that states that persons who believe reinforcement from coworkers have the tendency to respond with advanced degree of work engagement and organizational engagement; Workers who receive appropriate advance (exercise, services, and knowledge) have the tendency to be involved in their work roles as well as organizational part, and this will result in greater organizational involvement.

In addition, employee engagement with regards to job engagement was very high. This depicted that job engagement was very much evident among workers of commercial banks. According to (Corporate Leadership Council, 2006; Sharma & Singh, 2019), engaged employees are emotionally attached, fully captivated, observant, feeling, attached, incorporated, and concentrated to their works, and are viewed as a vital element of organizational performance. Employees that are interested in their jobs provide businesses with a strategic advantage. As a result, work participation leads to a variety of positive organizational results.

Furthermore, Sharma and Singh (2019) argued that engagement to work has a significant connection with efficiency, benefit, and performance of the organization. Several studies conducted by researchers confirmed the connection among administrative success as well as worker job engagement. According to the researchers, employee engagement measures employee outcomes, organizational efficiency, and financial results, as well as in-role job performance, organizational identification, customer satisfaction and customer loyalty, creativity, various decisions, and organizational commitment. Finally, it was concluded in Lugto's (2019) study that the collectivist culture of Filipinos that employee engagement levels in local organizations are strong.

Level of Organizational Commitment

Table 2 presents the level of organizational commitment among employees in Commercial Banks with an overall average of 4.35 with a descriptive equivalent of very high. This indicates that the level of organizational commitment among employees of commercial banks in Tagum City is very high or very much evident.

Table 2.
Level of Organizational Commitment

Indicators	Mean	SD	Descriptive Equivalent
Affective Commitment	4.25	0.533	Very High
Continuance Commitment	4.39	0.573	Very High
Normative Commitment	4.42	0.621	Very High
Overall	**4.35**	**0.506**	**Very High**

Organizational commitment in terms of normative commitment was very high. This means that organizational commitment among employees of Commercial Banks in terms of normative commitment was very much evident. This is consistent with Igella's (2014) notion that normative commitment tends to reflect person's sense of responsibility to maintain organizational participation as he or she believed it was ethically correct to be faithful to, and remain in the organization. As a result, it reflected an individual's sense of obligation to maintain organizational membership because they believe it was morally correct to do so.

More importantly, this was similar to Grego-Planer's (2019) research, which found that normative commitment represents a sense of responsibility to continue working. Workers who have a maximum degree of normative loyalty believe they should stay with the company.

In terms of continuance commitment, the degree of organizational commitment among workers of commercial banks was very high. This means that organizational commitment among employees of commercial banks in terms of continuance commitment was very much evident. This was consistent with Becker's (1960) side-bet principle, which states that workers keep their membership in their company in order to keep their accrued side-bets (e.g., pension). This extrinsic type of dedication stems from compliance-based instrumental values. Compliance refers to actions taken and sustained in order to meet external constraints,

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such as winning a reward or preventing a loss. Since continuance commitment is mainly derived from external constraints (i.e., incentives and penalties delivered by one's own sources), it is not personality. It is significant to point, however, that while the presumed bond underlying workers. Continuance commitment to other group is not self-determined (it serves as a means to other ends); however, the ends themselves can be morally beneficial (e.g., opportunities for personal growth) and appreciated for motives other than conformance motivations.

Further, according to Umoh (2014) research, continuance commitment is the eagerness to remain in an organization due to personal investment as a result of nontransferable investments such as strong and close relationship with colleagues, retirement savings and career investments, obtained job skills that are unique to a specific organization, and years of employment in a specific organization, participation in the community in which the company is situated, as well as other benefits, make it prohibitively expensive to leave and take jobs elsewhere.

Also, in terms of affective commitment, the degree of organizational commitment among workers of commercial bank is very high. This means that organizational commitment among workers of commercial banks in terms of affective commitment is very much evident. This is similar with Meyer and Herscovitch's (2001) theory that affective engagement is mainly formed by a person's participation and belongingness with the association. They said, more precisely, that individuals become intrinsically motivated or engaged in a path of action as a result of affiliation, interaction, and connection with the larger organization's objectives and values.

Organizational Commitment

As shown in Table 3, computation using the Pearson-r reveal that organizational engagement gets the highest r-value of 0.464; then by job engagement has an r-value of 0.150. Hence, job engagement and organizational engagement both have a 0.001 probability level which is lesser than 0.05 level of significance. Thus, the implication of the null hypothesis stating no affirmative connection for employee engagement to the organizational commitment among employees of commercial banks is rejected. This further means that there is a significant correlation between employee engagement and organizational commitment among employees of commercial banks in Tagum City.

Table 3.
Significance on the Relationship of the Domains of Employee Engagement and Organizational Commitment

Employee Engagement Variables	Dependent Variable	r-value	r-squared	P-value	Decision
Job Engagement	Organizational Commitment	0.387	0.150	0.001	H_o is rejected
Organizational Engagement		0.681	0.464	0.001	H_o is rejected

**Significant at 0.05*

Regression Analysis on the Influence of the Domains of Employee Engagement to Organizational Commitment

The research utilizes simple linear regression analysis in validating the indicators of employee engagement that best influence organizational commitment among the employees of commercial banks in Tagum City. The results are summarized at Table 4. Using the regression analysis, the data reveal that the two indicators, job engagement and organizational commitment, yield an adjusted r-square of 0.465 and F-ratio of 98.837 having a probability value of 0.001 which is lesser than 0.05 level of significance. Since the p-value is lesser than 0.05 level of significance, the null hypothesis, which states that no domain in the employee engagement that significantly influences organizational commitment among employees of commercial banks in Tagum City, is rejected in an overall perspective.

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Organizational engagement gets the highest standardized beta coefficient of 0.656 with probability value of 0.001 which is smaller than the 0.05 level of significance. Thus, it implies that this one domain of employee engagement is a predictor of organizational commitment among employees of commercial banks in Tagum City. On the other hand, job engagement with standardized beta coefficient of 0.048 and gets a p-value of 0.396 is greater with significance level of 0.05. Thus, this implies that one domain of employee engagement is not a medium of organizational commitment among employees of commercial banks in Tagum City.

The results were similar with the findings of a research done by Schaufeli and Salanova (2007), who posited that as engagement levels rise, so does organizational commitment. Furthermore, it improved job satisfaction, better efficiency, and a larger display of individual views, advanced participation and lesser revenue charges, enhanced safety and wellness, and constructive performance, organizational commitment and knowledge inspiration.

The finding was also consistent to the finding of Albdour et al. (2019) who said that engagement of an employee plays a mediating part in the interaction among the following elements (work features, apparent organizational provision, apparent administrator provision, recognition and rewards, technical fairness, and distributive fairness) and the outcomes of involvement (work gratification, commitment to the organization, intentions to leave, and support to the organization and conduct).

The correlation among employee engagement and organizational commitment was significant. This inferred that organizational commitment was reliant on the employee engagement among employees of commercial banks. These findings affirmed also in the study of Rameshkumar (2020) that an organization with committed and dedicated workers would create a work environment of choice for its employees, resulting in enhanced organizational efficiency. Engagement is a necessary willingness to improve in the best awareness of the workplace, while loyalty is the desire of a worker to stay as a fellow of concern.

Table 4.
Regression Analysis on the Influence of the Domains of Employee Engagement to Organizational Commitment

Employee Engagement Variables	**Unstandardized Coefficients**		**Standardized coefficients**	**t-Value**	**P-value**	**Decision**
	B	**Std. Error (B)**				
Constant	0.702	0.320				
Job Engagement	0.064	0.075	0.048	0.850	0.396	H_o is not rejected
Organizational Engagement	0.759	0.066	0.656	11.586	0.001	H_o is rejected

Dependent Variable: Organizational Commitment
R= 0.682 R^2= 0.465
F-ratio= 98.837 P-value= 0.001

**Significant at 0.05*

Statistics revealed that organizational engagement significantly influences indicating the level to which a person was psychologically extant as an affiliate of an association. This supports the study done by Rameshkumar (2020) that Organizational engagement has a direct impact on self-esteem, dedication, loyalty,

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absenteeism, and productivity. Several investigations had showns that a progressive connection among engagement and dedication and efficiency, productivity, employee satisfaction, and protection. An organization with committed and dedicated workers would create a workplace of choice for its employees, resulting in enhanced organizational efficiency. Engagement is a necessary longing to labor of much awareness of the workplace, while loyalty is the desire of a worker to stay as a fellow of concern.

Lastly, this research revealed that job engagement has no significant influenced with organizational commitment. This corroborated the study of Rameshkumar (2020) that among the employee engagement domains job engagement showed no significance with organizational commitment.

The regression model further signified that among the indicators of employee engagement, it was the organizational engagement which had the most influenced on the organizational commitment between employees of Commercials Banks in Tagum City.

CONCLUSIONS

Grounded on the discoveries of the research, the subsequent conclusions ae drawn: employee engagement is very much evident in terms of job engagement and organizational engagement. Organizational commitment is very much evident in terms of affective commitment, continuance commitment, and normative commitment.

Moreover, a presence of a positive connection between employee engagement and organizational commitment among employees of commercial banks has existed. All the domains of employee engagement such as job engagement and organizational engagement influence the organizational commitment among employees of commercial banks in Tagum City.

The findings supported Maslach and Jackson's (1986) proposition, known as the model of Job Demand-Resources (JD-R), which clarified the relationship between engagement of an employee and commitment to the organization. It was proposed that there is a connection among engagement of an employee and commitment to the organizational, and that those who are exceedingly involved on the job were also dedicated on the organizations.

Further, finding is affirmed by the study of Schaufeli and Salanova (2007) which stated that as the level of involvement rises, so does the level of organizational commitment. Furthermore, it improves employee satisfaction, efficiency, and demonstrates a larger display of individual view, advanced participation and lesser revenue charges, better well-being and safety, constructive conduct, engagement, and effective knowledge.

RECOMMENDATIONS

The level of employee engagement among employees of commercial banks is very high. In this context, the researcher recommends that the management of bank through its Human Resource Department continue may continue its best practices in terms of Human Resource Development Programs. The development of human capital is significant because it is an investment in one's workforce that will eventually result in a stronger and more productive workforce. When an organization develops its personnel, it enhances its strengths and makes these employees even more valuable.

The institutionalization of the organization's programs may also be considered, as the implementation of a practice that represents a corporate strategy makes sense. When more employees continue to use the technique and acceptance of the practice expands, there is increased pressure on others to follow the practice, which increases participation even more. Hence, during the institutionalization process, there is an increasing validity or general agreement that such behaviors are desirable or reasonable within a socially established program, as well as a gradual recognition of patterns, behaviors, and mutual interpretations that become normal in daily routines and increase employee involvement.

Furthermore, results also show that the organizational commitment of employees is also very high so more emphasis on the identification, association, and attachment with the organization may be sustained since employee involvement in the work system helps employees to systematically respond to actions that impact their own work. In addition, when employees are active, they behave more clearly, make calculated choices, strategize their jobs and also add more passion to their jobs. This results in an increase in productivity and the development of the company. Having employees participate in decision-making is a sure

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way to make them feel important and boost morale. Since high morale is influenced from the top down, higher management must act, and giving workers a sense of control is a good way to do so, as it increases their affective loyalty to the company. This also strengthens their bond between boss and employee, and also promotes a good sense of cooperation among the staff.

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