

Employee Engagement, Commitment, Satisfaction and Organizational Performance Among Multigenerational Workforce

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Abstract: This study determined the relationship of employee engagement, organizational commitment, job satisfaction, and organizational performance among multigenerational workforce in Higher Educational Institutions (HEIs). The descriptive survey and correlational research design was used employing quantitative method. The data were gathered through the questionnaire and administered to the 232 respondents. Focus group discussions were conducted to corroborate the discussion of the results of the study as part of the qualitative data. The data gathered were analyzed through frequency, percentage, weighted mean, Pearson correlation, multiple regression and step linear regression. The findings of the study revealed that Baby Boomers, Generation X, and Generation Y “agreed” that their employee engagement has positive correlation to organizational performance (Ho₁). Baby Boomers, Generation X, and Generation Y “agreed” that their organizational commitment has positive correlation to organizational performance (Ho₂). It was also found that Baby Boomers, Generation X, and Generation Y are “satisfied” with their job which resulted to positive correlation to organizational performance (Ho₃). Further, this study revealed that among the generational group, only employee engagement and job satisfaction has a significant effect to organizational performance (Ho₄). Finally, it was found out that regardless of employee generational group only employee engagement and job satisfaction are the two predictors to improve organizational performance. (Ho₅). Given the overall results, the study recommends that human resource development plans which are formulated based on the findings of the study should be adopted by HEIs.

Keywords: Commitment, Employee engagement, Multigenerational workforce, Organizational performance, Satisfaction.

1. Introduction

Human capital is considered to be the most important capital of an organization. According to Medina (2006), proper staffing of an employee can make or break the organization. Thus, engaging these employees towards effective and efficient performance is vital in any type of organizations.

However, as the organization continues to exist in the industry, so thus, its workers change. Some of its employees

may resign to look for better employment opportunity, some may retire as they reach the age of retirement and some may prefer to go for self-employment. This situation may result to the employment of new workers of an older or younger age leading to generational workforce in the organization. In effect, it leads to generational gaps within the organization.

The term generation signifies the grouping of people within similar age groups, born in the same time of history and culture (Palese, et al. 2006). Although, there can be no absolute beginning or end to the generational distinctions, they typically span 15-20 years (Weingarten, 2009). According to Lancaster and Stillman (2002) there are currently four generations in the workplace (Veterans, Baby Boomers, Generation X and Generation Y). These generation groups were supported by Kogan (2007) with a fact that the generation Z is the newest cohort group but according to him they are born since year 2000 and are in the stage of adolescence (Srinivasin, 2012). Each generation has its own set of values, views on authority, attitude towards work, communication style, and expectations of their leaders and of the work environment.

In the Philippine Higher Educational Institutions (HEIs), there are 2,374 total numbers of colleges and universities. Private schools of sectarian and non-sectarian institutions account for 71.57% or a number of 1,699 as compared to 28.43% or 675 government-operated schools which composed of state universities and colleges, extension or satellite campuses, and local universities and colleges. These HEIs employed a total number 88,886 of which 42, 119 is of bachelor's degree, 37,393 is of master's degree and 9,374 is of doctorate (CHED Higher Education Data, 2014). As such, this employee is of generational workforce.

In Region 12, there are 114 HEIs of which 77 are non-sectarian, 16 sectarian, 5 state universities and colleges, 15 satellite campuses, and 1 local government college. These HEIs employed a total number of 5,107 of which 2,848 is a baccalaureate degree, 1,828 master's degree and 431 doctorate degree holders (CHEDRO 12 Data, 2017).

Moreover, in General Santos City, there are 21 HEIs employing 1,601 employees. These employees are composed of bachelor's, master's and doctorate degree holders ranging from the ages of 22 – 60 years old (CHEDRO 12 Data, 2017).

Historically, today's workplace is the most diverse with respect to age that has ever existed. Each generation has very different attitudes and perspectives about working. Hence, as they jostle over positions there will be some challenges as each group attempts to build cooperative and mutually satisfying working relationships (Champawat, 2016).

The Higher Educational Institutions (HEI) is not an exemption on the concepts of multigenerational workforce considering they employ workers in varied ages. Therefore, the challenges on generational differences are present for human resource department. Bennet et al., (2012) indicated that an understanding of how to manage a multigenerational phenomenon is vital.

Thus, this research focused on how the multigenerational workforce engaged, committed, and satisfied with their jobs and their significant relationship to selected variables of their organizational performance as basis for developing a human resource development program for HEIs in General Santos City.

2. Statement of the Problem

The study aimed to analyze the significant relationship of employee engagement, commitment, satisfaction and organizational performance among multigenerational workforce in selected Higher Educational Institutions (HEIs) in General Santos City.

Specifically, it seeks to answer the following questions:

1. What is generational group of the respondents in terms of:
 - 1.1 Baby Boomers;
 - 1.2 Generation X; and
 - 1.3 Generation Y?
2. What is the level of employee engagement of the respondents when grouped by generations in terms of:
 - 2.1 Control over the job;
 - 2.2 Availability of tools and resources;
 - 2.3 Recognition for performance;
 - 2.4 Provision for fair rewards for work;
 - 2.5 Recognition of ideas and suggestions;
 - 2.6 Importance to the individual needs;
 - 2.7 Image of the company in the industry sector; and
 - 2.8 Image of the company in the community?
3. What is the level of organizational commitment of the respondents when grouped by generations in terms of:
 - 3.1 Affective Commitment;
 - 3.2 Normative Commitment; and
 - 3.3 Continuance Commitment?
4. What are the levels of job satisfaction of the respondents when grouped by generations?

5. What is the level of organizational performance of their institutions as perceived by the respondents in terms of:
 - 5.1 Organizational Relevance;
 - 5.2 Organizational Effectiveness;
 - 5.3 Organizational Efficiency; and
 - 5.4 Financial Viability?
6. Is there a significant relationship between employee engagement and organizational performance when grouped by generations?
7. Is there a significant relationship between organizational commitment and organizational performance when grouped by generations?
8. Is there a significant relationship between job satisfaction and organizational performance when grouped by generations?
9. Is there a significant effect of the employee engagement, organizational commitment, and job satisfaction on the organizational performance?
10. Based on the findings of the study, what human resource management development plan can be proposed?

3. Methodology

A. Research Design

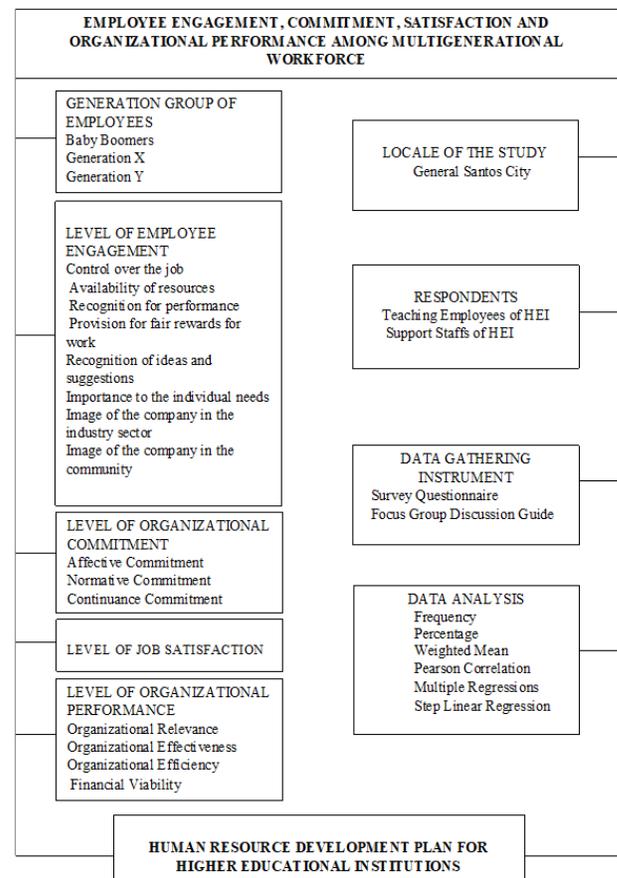


Fig. 1. Research design

In the conduct of the study, descriptive survey was used as well as correlational method of research. This research methodology is appropriate in describing the employee engagement, commitment, satisfaction and organizational performance among multigenerational workforce in selected Higher Education Institutions (HEI's) in General Santos City.

This study aimed to determine employee engagement in terms of control over the job, availability of tools and resources, recognition for performance, provision for fair rewards for work, recognition of ideas and suggestions, importance to the individual needs, image of the company in the industry sector, and image of the company to the community (Kazimoto, 2016). Determine commitment in terms of affective commitment, normative commitment and continuance commitment (Meyer & Allen, 1997) (Meyer & Allen, 1991). Lastly, determine satisfaction using the single global satisfaction rating (Robbins, 2005).

This method was found to be appropriate since the study involved assessing the present condition of employee engagement, commitment, satisfaction and its relation to organizational performance in terms of organizational relevance, organizational effectiveness, organization efficiency and financial viability (Mitchel, 2002).

Figure 1 shows the research design flow in the conduct of the study.

B. Research Locale

General Santos City, also known as GENSAN, is an independent city of South Cotabato. It is the southernmost city in the country and classified as highly urbanized first class city. It has twenty-six (26) barangays with more than five hundred ninety-four thousand (594,000) populations (NSO Data, 2016).

The study was conducted among selected Higher Educational Institutions (HEI's) in General Santos City. These HEIs are: The Notre Dame of Dadiangas University (NDDU); Ramon Magsaysay Memorial Colleges (RMMC); Holy Trinity College (HTC); Gensantos Foundation College, Inc. (GFCI) and Mindanao Polytechnic College (MPC).

C. Respondents of the Study

Table 1
Respondents of the study

Higher Educational Institution (HEI)	Population	Sample Size
Ramon Magsaysay Memorial Colleges (RMMC)	177	71
Notre Dame of Dadiangas University (NDDU)	240	72
Holy Trinity College (HTC)	99	25
Mindanao Polytechnic College (MPC)	130	39
Gensantos Foundation College, Inc (GFCI)	76	25
Total	722	232

The respondents of the study were the employees from teaching and support staff of the selected HEIs (NDDU, RMMC, HTC, GFCI, MPC) in General Santos City.

They were considered as the respondents because they were the main subject of the study. They were asked in terms of

employee engagement, commitment, satisfaction and organizational performance. Thus, they answered the questions considering they were knowledgeable enough on the information needed in the conduct of the study.

Table 1 shows the population and the sample size of the respondents in the conduct of the study.

4. Summary of the Findings

The Generation Y is the highest number of employees employed in the Higher Educational Institutions (HEIs) in General Santos City. It was followed by the Generation X and the least number among employees are the Baby Boomers.

The Baby Boomers, Generation X and Generation Y generally *agreed* on the parameters presented for employee engagement. This means that Baby Boomers, Generation X and Generation Y had observed that there is high level of employee engagement among them in the workplace.

The Baby Boomers, Generation X and Generation Y generally *agreed* on the parameters presented for organizational commitment. This means that Baby Boomers, Generation X and Generation Y had depicted that there is a high level of organizational commitment among them in the workplace.

The Baby Boomers, Generation X and Generation Y rated *satisfied* on the area of job satisfaction. Meaning, the Baby Boomers, Generation X and Generation Y agreed that there is a high level of job satisfaction among them in the workplace.

The Baby Boomers, Generation X and Generation Y rated *agree* on the parameters presented for organizational performance. They agreed that their institutions had high level of organizational performance as a result of their high level of engagement, commitment, and job satisfaction.

There is almost perfect positive correlation between employee engagement and organizational performance for the generation of Baby Boomers. For Generation X, there is high positive correlation between employee engagement and organizational performance. For Generation Y, there is also high positive correlation between employee engagement and organizational performance. This result means that the higher the engagement in the organization, the better is their performance in the organization. Conversely, the lower is the engagement in the organization, the lower is their performance.

There is a high positive correlation between organizational commitment and organizational performance among the generation of Baby Boomers and Generation Y. On the other hand, for Generation X, there is a moderate positive correlation between organizational commitment and organizational performance. This result means that if employees are highly committed, so they perform positively in the organization. However, if they had lower commitment in the organization, the lower is their performance.

On the job satisfaction, all generation groups; the Baby Boomers, Generation X and Generation Y have a moderate positive correlation to organizational performance. This result shows that if employees are satisfied with their job they perform

positively to the organization. However, if they are not satisfied it will affect negatively their performance in the organization.

On the three factors under study, it was found out that only employee engagement and job satisfaction had significant effect on the organizational performance. The organizational commitment has nothing to do with organizational performance. Thus, on the three factors only employee engagement and job satisfaction are the predictors to organizational performance.

Finally, on the study conducted it was found out that the generation group where the employees belong has nothing to do with how they engage, commit, and see their jobs in relations to their respective organization's performance.

5. Conclusions

The following conclusions were made out of the findings of the study:

1. There is almost perfect positive correlation between employee engagement and organizational performance for the generation of Baby Boomers. For Generation X and Y, there are high positive correlation between employee engagement and organizational performance. Therefore, the null hypothesis (H_{01}) which states that there is no significant relationship between employee engagement when grouped by generations and organizational performance is rejected.
2. There is a high positive correlation between organizational commitment and organizational performance among the generation of Baby Boomers and Generation Y. On the other hand, for Generation X, there is a moderate positive correlation between organizational commitment and organizational performance. Therefore, the null hypothesis (H_{02}) which states that there is no significant relationship between organizational commitment when grouped by generations and organizational commitment is rejected.
3. The job satisfaction of the Baby Boomers, Generation X and Generation Y has a moderate positive correlation to organizational performance. Therefore, the null hypothesis (H_{03}) which states that there is no significant relationship between job satisfaction when grouped by generations and organizational performance is rejected.
4. Combining the three factors under study on the different generation group of employees, it was concluded that only employee engagement and job satisfaction has significant effect on organizational performance. The organizational commitment has nothing to do with the organizational performance. Therefore, the null hypothesis (H_{04}) which states that there is no significant effect of employee engagement, organizational commitment and job satisfaction on the organizational performance when grouped by generations is partially rejected.
5. The study further concluded that the generation group where employees belong has nothing to do on how they

engage, commit, and satisfy with their jobs that affects their organizational performance. Thus, on the three factors under study only employee engagement and job satisfaction are the predictors for organizational performance. Organizational commitment has nothing to do with organizational performance. Therefore, the null hypothesis (H_{05}) which states that there is no significant effect of employee engagement, organizational commitment, and job satisfaction on the organizational performance is partially rejected.

6. Recommendations

Given the findings of the study that there is a significant relationship between employee engagement, organizational commitment, job satisfaction, and organizational performance among employees regardless of the generational groups where they belong. However, some areas of concern have to be focused to determine a more enhanced organizational performance for HEIs. Hence, the following were recommended:

1. The HEIs may assess the level of their employee engagement, organizational commitment, and job satisfaction. After which, the HEIs may develop a program based on the assessment done that will improve their employee engagement, organizational commitment, and job satisfaction.
2. The HEIs may assess its organizational performance and relates it to the level of their employee engagement, organizational commitment, and job satisfaction. This is for them to determine those factors needed to enhance organizational performance in the organization.
3. There must be an open communication and dialogue in the organization to guarantee openness and sharing of ideas. This will assure understanding and awareness in the community specifically on those policies, programs and activities being conducted by the HEIs.
4. The proposed human resource development plan may be adopted by the HEIs in their aim for highly engaged, committed and satisfied employees.
5. Similar studies may be done in the future in a larger scope and using other methodologies to assure reliability, validity and more in-depth scrutiny ensuring highly engaged, committed and satisfied employees that will benefit the HEIs. Further studies may be done regarding employee engagement, organizational commitment, job satisfaction and multigenerational workforce using the findings of the study to continue developing models and instruments which are important to the field of human resources management.

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