

Workforce Engagement among Employees of Citimart Head Office

Janice R. Comia and Maribeth G. Buenviaje
Business Administration Department, Graduate School,
Lyceum of the Philippines University, Batangas City, Philippines
janicecomia@yahoo.com

**Asia Pacific Journal of
Academic Research in Business
Administration**
Vol. 2, No. 1, 84-93
April 2016
apjarba@lpubatangas.edu.ph
P-ISSN: 2467-6691
E-ISSN: 2467-5148

Date Received: October 30, 2015; Date Revised: February 6, 2016

Abstract - *Faster turnover is becoming a serious problem in some of the companies. Turnover costs are very high and significantly affect the financial performance of an organization. The study aimed to determine the workforce engagement among employees of Citimart Head Office in order to recommend strategies that will utilize an effective human resource management in the company. The research used the descriptive correlation method to evaluate the workforce engagement among employees of Citimart head office. Findings showed that the employees were distributed among various young age professionals because of the faster turnover of the employees. Due to the lower compensation and benefits given by the employer, the employee engagement was decreased because the findings also showed that pay may have influenced the level of their engagement. It may also lower their engagement when they felt that they were not fairly rewarded or recognize. Based on the study, good working condition can encourage the engagement of the employee in their work. The reason for this is that offering a workplace with healthy services to employees may lead to improvement of their satisfaction that can induce the level of their engagement towards their work. Results of the analyses revealed that compensation, benefits and allowances, working condition, recognition and rewards, work itself and management policies were significant factors in shaping employee engagement in the company.*

Keywords: *Workforce engagement, human resource management, Batangas*

INTRODUCTION

In today's commercial business environment, being able to run an effective, growing and profitable business requires not only dedicated and satisfied customers but also dedicated employee for they are among the most important determinants and leading factors that determine the success of an organization. In this competitive environment, companies must retain existing high quality employees as the business grows. As the outward face of a business and as the single largest piece of intellectual capital a business owns, employee loyalty to the business and the principles for which it strives are often underestimated. Their judgments, experiences, and capabilities make the difference between success and failure. This enthusiasm is what creates, builds and reinforces the internal cultures of the company that ultimately becomes one of the greatest attractors for success.

Workforce engagement is a vast construct that touches almost all parts of human resource management facets. If they are not spoken in an appropriate manner, employee may fail to fully

engage in their job. Workforce engagement is most often defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2010; Schaufeli & Salanova, 2007). According to Riketta (2008) workforce engagement is typically described as a high level of employee involvement, commitment to the organization and job satisfaction (Laguador, De Castro & Portugal, 2014). Engaged employees value, enjoy and have pride in their work. They are more willing to help each other and the organization succeed; take additional responsibility; invest more effort in their jobs; share information with other employees; and remain with the organization than employees who are less engaged.

There are ideas that indicate that the success of a company is as direct result of employee's engagement (Bakker et al., 2008) towards their work. One such company is Citimart Group of Companies in Batangas. It was founded on June 6, 1986. For 28 years, Citimart has now seven branches including Calapan branch. The old enterprise has been successfully providing Batanguenos with groceries,

clothing, food, medicines, photo-printing services and even start-up capital for small businesses. From being the go-to establishment retail industry, serving as major landmarks in key areas, to being the place where families and friends can spend time together, Citimart has come a long way from its inception 28 years ago. Citimart was the first to create a complete shopping mall designed to cater the needs and wellness of the people in Batangas City. It established its capability not just to sustain but also to enhance the people's quality of living through its valuable community relations by offering wide ranges of employment opportunities. The company sees to it that its employees are trained and motivated to be service-oriented individuals in order to maintain the practice of best service to its customers, bearing in mind its five core values – Benevolence, Availability, Honesty, Teamwork and Excellence. The management team of Citimart believed that the loyalty of their employee was one of the key ingredients of their success. However, the company finds it difficult to retain employees. Faster turnover is becoming a serious problem in the company. Turnover costs are very high and significantly affect the financial performance of an organization.

Employees are the main reason why a company exists for a long time. This study is conducted to assess the effects of workforce engagement (Deligero & Laguador, 2014; Mendoza, Laguador & Buenviaje, 2014) of the employee to the company. It is also conducted for the employee to understand how they might achieve positive organizational outcomes such as increased productivity, job satisfaction (Kalaw, 2014) and organizational commitment. It is conducted for the company to recruit and retain sufficient employees with the right skills, therefore reducing costs in recruitment and training of new staff because human capital is one of the most valuable assets they have.

OBJECTIVES OF THE STUDY

The study aimed to determine the workforce engagement among employees of Citimart head office in order to recommend strategies that will utilize an effective human resource management in the company.

Specifically, this study described the profile of the employees in Citimart in terms of age, gender, educational attainment, length of service and position in the company, described the workforce engagement in terms of compensation, benefits and allowance, working condition, administration and management

policies, relationship with colleagues, achievement and recognition, and work itself among employees in Citimart to achieve organizational success. It also tested the difference between workforce engagement and the profile of the respondents and determined the level of workforce engagement of the employees in order to facilitate a possible strategies or programs that will enhance the engagement of the employees in Citimart Head Office.

METHODS

Research design

The primary aim of the study was to determine the workforce engagement among employees of Citimart head office in order to recommend strategies that will utilize an effective human resource management in the company. For this reason, the researchers used the descriptive method of research. It was utilized in gathering data on workforce engagement among employees of Citimart through the use of questionnaire. This method was deemed suitable since this involved fact finding with adequate interpretation.

Respondents

The study has respondents directly from the different department of Citimart head office. There were 60 participants for the questionnaire survey. This includes five managers, five supervisors, and fifty office clerk. All of these participants were selected through random sampling. This sampling method is conducted where each of the population has an equal opportunity to become part of the sample. In order to conduct this sampling, the researcher defined the department first, listed down all the member of the department, and then selected employees to make the sample. For this purpose, a survey questionnaire was given to the respondents to answer.

Instrument

The survey questionnaire was used as the main data-gathering for this study. The questionnaire has two parts. The first part of the questionnaire was a self-made questionnaire contains questions that determined the socio-demographic characteristics of the respondents such as age, gender, educational attainment, length of service and position in the company. The second part of the questionnaire was adapted from other thesis paper about employee work engagement. They were validated by the management professor who was considered experts in the said profession.

Procedure

The following steps were undertaken in gathering data to answer the question in the study. The researcher gave letter to the President of Citimart for the first step in gathering data for the study. The questionnaire was distributed personally by the researcher to the selected respondents after the approval of the permission to conduct the study from the concerned authorities. The responses of the respondents were retrieved after five days.

The respondents were given 5 days to answer the survey questionnaire. After collecting the questionnaire, the responses were tallied, computed, analyzed, and recorded. Upon collection of the answered questionnaire, the researcher encoded the raw data for tabulation and statistical treatment which serve as a basis in the analysis and discussion.

Data Analysis

After gathering all the completed questionnaires from the respondents, total responses for each item were obtained and tabulated using the statistical measures to analyze the data. Frequency distribution was used to determine the number of respondents in terms of their profile. Weighted mean was utilized to measure the respondents’ assessment to describe the workforce engagement in terms of compensation, benefits and allowance, working condition, administration and management policies, relationship with colleagues, achievement and recognition, and work itself among employees in Citimart. Also, Pearson Product Moment Correlation(r) was used to establish the difference between workforce engagement and the profile of the respondents. In terms of significance, it was decided to set the value of 95% confidence interval level (p<0.05).

The given scale was used to interpret the result of the study: 3.50 – 4.00: Strongly Agree (SA); 2.50 – 3.49 = Agree (A); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree (SD)

RESULTS AND DISCUSSION

Table 1 presents the distribution of respondent’s socio-demographic profile in terms of age, gender, educational attainment, length of service and position. Majority of the respondents belong to 20-25 years old age bracket as denoted by the frequency count of 33 or 55 percent. The least among the group were 46 years old and above bracket having only two respondents or 3.30 percent. It only reflects that age

bracket of Citimart is distributed among various age of young professionals. It also denoted that most of the employees are newly regular employee.

Table 1. Percentage Distribution of the Respondents’ Profile

Profile Variables	f	%
Age		
20 - 25 years old	33	55.00
26 - 30 years old	4	6.70
31 - 35 years old	10	16.70
36 - 40 years old	11	18.30
46 - above	2	3.30
Gender		
Female	53	88.30
Male	7	11.70
Educational attainment		
Tertiary Level	54	90.00
Post Graduate	6	10.00
Length of service		
0 – 5 years	39	65.00
6 – 10 years	13	21.70
11 – 15 years	5	8.30
more than 15 years	3	5.00
Position		
Managerial / Supervisory	10	16.60
Clerical	50	83.40

With regards to gender, the data show that the majority of the respondents belong to female which obtained a frequency of 53 or 88.30% against 7 male respondents of 11.70%. This signifies that women nowadays are mostly career oriented.

In terms of educational attainment, 54 of the respondents or 90 percent has bachelor’s degree while only six or 10 percent has MA degree. From this data, it can be concluded that most of the respondents finished their education before they get worked. It can be inferred that having an MA degree is too hard that is why only very few of them have finished the master’s degree.

Moreover, the data on the length of service divulge that most of the employee in Citimart had stayed for five years and below with a frequency of 39 or 65 percent. The least group of the respondents belongs to more than fifteen years of experience with a frequency of 3 or 5 percent. This means that only few employees in Citimart are satisfied in their work and most employee are not willing to stay for longer years in this institution.

The results of the study also showed that majority of the employees were in the rank-in-file or clerical

level with a percentage of 83.40 while manager and supervisory level were only 10 or 16.60 percent.

Table 2 shows the employee work engagement in terms of compensation, benefits and allowance. In general, the respondents disagree on how the company gives compensation, benefits and allowance to the employee which obtained a weighted mean of 2.46.

Table 2. Working Engagement in terms of Compensation, Benefits and Allowance

Indicators	WM	VI	Rank
1. Amount of paid vacation time/sick leave offered are reasonable.	2.75	A	3
2. Benefit packages such as health benefits and allowance are satisfactory	2.22	D	8.5
3. Compensation is based on experience and educational qualification.	2.40	D	5.5
4. Compensation is in accordance with Labor Law Standard.	2.70	A	4
5. Compensation given is based on the city ordinance minimum wage pay.	2.88	A	1
6. Performance evaluation and appraisal is considered in determining pay increase yearly.	2.40	D	5.5
7. Health insurance card enjoyed by employee.	2.25	D	7
8. Provision of mandated retirement benefits.	2.22	D	8.5
9. Performance Bonus is reasonable.	1.97	D	10
10. Paternal or Maternal leave are given to all.	2.83	A	2
Composite Mean	2.46	D	

Based on Table 2, the compensation given by the company based on the city ordinance minimum wage pay was the respondent's highest rank which acquired a weighted mean score of 2.88 followed by the paternal and maternal leave given to all which obtained a weighted mean score of 2.83. This study reveals that employees are satisfied on how the company compensate according to the law. They feel they are paid fairly for they work. In the study of modern survey in 2013 which is the "State of Engagement: Unveiling the Latest Employee Engagement Research" found out that fair pay is the fifth strongest driver of engagement. Out of 1000 US employees, employee's satisfaction with pay, fall at 52% favorable, down from 54% three years ago and up from 47% a year ago.

However, performance bonus is reasonably ranked as the lowest of all aspect with a weighted

mean of 1.97 followed by benefits packages and provision of mandated retirement benefits with a weighted mean of 2.22. In this study, employees were not satisfied on a way on how the company gives benefits for the employee. It indicates that the higher the benefits the employee can gain the higher can induce their work engagement.

Table 3. Work Engagement in terms of Working Condition

Indicators	WM	VI	Rank
1. There are bulletin boards for memo and other updates.	3.35	Agree	3
2. There are sufficient technical facilities (computers, Chairs, Tables)	3.43	Agree	1.5
3. There is a spacious well ventilated working space.	3.43	Agree	1.5
4. There is flexibility in scheduling the work load.	3.02	Agree	6
5. There is available internet connection in the office.	2.90	Agree	7
6. There is safe and stress free working environment.	2.88	Agree	8
7. The facilities are clean and up to date.	3.27	Agree	4
8. My work gives me a feeling of personal accomplishment.	3.03	Agree	5
Composite Mean	3.16	Agree	

Table 3 indicates the employee engagement in terms of working condition. It reflects that the respondents agree on company's working condition that acquired a weighted mean score of 3.16. Moreover, the respondents' highest rank was the sufficiency of technical facilities and the availability of spacious well ventilated working space which accumulate a weighted mean score of 3.4 followed by the availability of bulletin boards for memo and other updates which acquired a weighted mean score of 3.35.

However, the lowest rank was the safety and stress free of working environment with a weighted mean score of 2.88. It indicates that good working condition can encourage the engagement (Bay, An & Laguador, 2014) of the employee in their work. Also, engagement can be improved by offering a workplace with healthy services to employees. According to Smith (2015), "to keep employees satisfied today, it takes an entirely different approach than it did just a few years ago. Indeed, one-third of the executives surveyed by Robert Half International Inc. has changed their opinions and now say the work

environment is the most critical factor in keeping an employee satisfied in today's business world.”

Table 4. Work Engagement in terms of Administration and Management Policies

Indicators	WM	VI	Rank
1. Employees are encouraged to participate in the decision-making process.	2.67	A	8
2. I have a clear understanding of the organizations' strategic goals.	2.78	A	5
3. Policies for promotion and advancement are just.	2.62	A	9
4. Employee input is considered before important decisions or changes are made.	2.58	A	10
5. I was informed about job expectations.	2.73	A	7
6. I was oriented about my job specifications.	2.87	A	2.5
7. I was leaning about my job description.	2.87	A	2.5
8. Opportunity to express thoughts and actions.	2.90	A	1
9. Decisions and policies favor the majority.	2.75	A	6
10. High ethical standard are always maintained throughout.	2.80	A	4
Composite Mean	2.76	A	

Table 4 reveals the employees work engagement in terms of administration and management policies in which Citimart employees agree in all aspect with a weighted mean of 2.76. Specifically, opportunity to express thoughts and actions ranked as highest in all aspects which accumulate a weighted mean of 2.90 followed by employees being oriented about their job specifications and leaning about job description with a weighted mean of 2.87. However, employee input is considered before important decisions or changes are made was ranked as the lowest in all aspect with a weighted mean of 2.58 followed by policies for promotion and advancement are just. It demonstrates that involvement of employee in decision-making can satisfy the needs of them that lead to induce engagement in work. After surveying 10,000 NHS employees in Great Britain, Institute of Employment Studies (Robinson et al., 2004) points out that the key driver of employee engagement is a sense of feeling valued and, involved, which has the components such as involvement in decision making, the extent to which employees feel able to voice their ideas, the opportunities employees have to develop their jobs and the extent to which the organization is concerned for employees' health and well-being.

Table 5. Work Engagement in terms of Relationship with Colleagues

Indicators	WM	VI	Rank
1. There is a strong spirit of teamwork and cooperation among employees.	3.05	A	1.5
2. There is an atmosphere of trust.	2.97	A	4
3. Training given by superior to integrate and coordinate organizational resources towards the accomplishment of objectives.	2.77	A	9
4. Provision of opportunities for social interactions among employees.	2.83	A	7
5. Opportunity to participate in workshops, seminars and conference.	2.48	D	11
6. Appreciation given by supervisors and co-workers.	2.75	A	10
7. Cordiality relationship with head or supervisors.	2.78	A	8
8. There is a sense of belongingness when working in a group	3.00	A	3
9. Fellow workers are equally approachable.	3.05	A	1.5
10. Concern of superior and co-worker for well-being.	2.93	A	5
11. Opportunities for honest and transparent communication.	2.90	A	6
Composite Mean	2.87	A	

Table 5 presents the employees work engagement in terms of relationship with colleagues. It can be gleaned that respondents agreed in overall aspects except for one with a weighted mean score of 2.87. Furthermore, respondents' ranked availability of strong spirit of teamwork and cooperation among employees as highest and fellow workers being equally approachable which obtained a weighted mean of 3.05 equally. Second to the highest was the sense of belongingness when working in a group with a weighted mean of 3. It clearly denotes that a higher connectivity to their co-workers brings engagement to their work.

However, opportunity to participate in workshops, seminars and conference was the lowest in rank which obtained a weighted mean of 2.48 followed by appreciation given by supervisors and coworkers with a weighted mean of 2.75. This was clearly demonstrated that participating in other activities outside their premises were very significant in engaging towards their work. Involvement and participation is very important in the organization.

Table 6. Work Engagement in terms of Achievement and Recognition

Indicators	WM	VI	Rank
1. Employees have clear, achievable goals and standards for their work.	2.97	A	1
2. Employees receive regular, timely feedback on how they are doing.	2.62	A	5
3. Employees' talents are being utilized.	2.70	A	3
4. Employees are adequately challenged for their jobs.	2.88	A	2
5. Employees in small victory are being recognized.	2.65	A	4
6. Employer Recognize staff member's achievements on the job and have a formal program.	2.60	A	6
Composite Mean	2.74	A	

Table 6 shows the work engagement in terms of achievement and recognition. Respondents' agree on the achievement and recognition given by the company which acquired a weighted mean score of 2.74.

Furthermore, the respondents' ranked highest on the item about the employees having clear, achievable goals and standards for their work which attained a weighted mean of 2.97 followed by employees being adequately challenged for their jobs with a weighted mean score of 2.88.

It demonstrates that employees have a clear understanding on the company's goal that challenged them to work effectively which induce their engagement in their work. According to Gallup's research, work engagement occur when the goals of the business aligned with the employee's goals and how the employee spend his or her time. The glue that holds the strategic goals of employee and the business together if frequent, effective communication that reaches and informs the employee at the level and practice of his or her job.

While the lowest ranked was on employer's recognition on staff member's achievements on the job and having a formal program with a weighted mean score of 2.60 followed by employees receiving regular, timely feedback on how they are doing which obtained a weighted mean of 2.62. It indicates that recognizing the contributions of the employees fosters employee engagement. Employees like to feel they are valued which can lead to commitment on their job and likely to do more efforts for the organization.

Table 7. Work Engagement in terms Work Itself

Indicators	WM	VI	Rank
1. The work is meaningful.	3.17	A	1
2. The work really suits job description.	3.00	A	3
3. There are streamline processes to make work more efficient.	2.95	A	5
4. The work boosts morale and considers professional growth.	2.98	A	4
5. Management clarifies organizational roles and responsibilities so there are no confusion or overlap.	2.77	A	7
6. The work provides enough information to do job well.	2.93	A	6
7. The work motivates to perform to the best abilities.	3.05	A	2
Composite Mean	2.98	A	

Table 7 summarizes the employee work engagement in terms of work itself. It presents that overall, the respondents agree on their work in the company which attained a weighted mean score of 2.98. Specifically, meaningfulness of work was ranked as the highest among other variables which accumulate a weighted mean of 3.17 followed by work motivates to perform to the best abilities of the employees. It means that their work was very significant to them which give them a motivation to perform well in the company. However, the lowest variables, the management clarifies organizational roles and responsibilities so there are no confusion overlap with a weighted mean score of 2.77 followed by work provides enough information to do job well with a weighted mean of 2.93. It indicates that the management didn't provide clear information about their work that brings them to an average engagement. According to Markos (2010) in his study about Employee Engagement, to keep employees engaged managers ensure that employees have all the resources needed to do their job, giving appropriate training to increase their knowledge and skill about their job.

Table 8. Summary Table of Work Engagement of the Respondents'

Indicators	WM	VI	Rank
1. Compensation, Benefits and Allowance	2.46	D	6
2. Working Condition	3.16	A	1
3. Administration and Management Policies	2.76	A	4
4. Relationship with Colleagues	2.87	A	3
5. Achievement and Recognition	2.74	A	5
6. Work Itself	2.98	A	2
Composite Mean	2.83	A	

Table 8 summarizes the workforce engagement of the employees in Citimart head office. It shows that all employees were agreeing on the company's way of engaging their employees towards their work except in compensation and giving allowance and benefits. According to Herman (2005), compensation and benefits help to focus on the position and duties performed. Also, it attempts to influence employee's current and future working performance (Sonntag et al., 2002; Sonntag et al., 2010). Besides, compensation serves different objectives, the main ones being to attract, retain and motivate high-potential employees.

Table 9. Difference of Responses on Work Engagement in terms of Compensation, Benefits and Allowance When Grouped According to the Profile

Profile Variables		Mean
Age f-value:3.789 p-value:0.009*	20 - 25 years old	2.45
	26 - 30 years old	1.98
	31 - 35 years old	2.36
	36 - 40 years old	2.65
	46 - above	3.05
Sex f-value:2.059 p-value:0.044*	Male	2.50
	Female	2.17
Educational Attainment f-value:0.08 p-value:0.778	Tertiary Level	2.47
	Post Graduate	2.42
Length f-value:2.993 p-value:0.038*	0 – 5 years	2.41
	6 – 10 years	2.42
	11 – 15 years	2.62
	more than 15 years	3.07
Position f-value:2.866 p-value:0.006*	Managerial / Supervisory	2.78
	Clerical	2.40

Legend: *Significant at p -value < 0.05

Based on Table 9, there is a significant difference on the workforce engagement when grouped according to the profile except educational attainment. This was observed since the computed p -values of 0.009, 0.044, 0.038 and 0.006 were less than 0.05 alpha level, thus, the null hypothesis is rejected. This means that the work engagement of the respondents' differs as to their profile. According to the study in Factorial Dimensions of Employee Engagement in Public and Private Sector Banks by Gowri and Mariammal (2012), in private sector banks, the employees' engagement factor, 'Compensation and Benefits' is significantly related to the demographic profile of the employees. Thus, organization must take

necessary steps to increase the salary and benefits given to their employees to have higher degree of engagement.

Table 10. Difference of Responses on Work Engagement in terms of Working Condition When Grouped According to the Profile of the Respondents'

Profile Variables		Mean
Age f-value:2.935 p-value:0.029*	20 - 25 years old	3.08
	26 - 30 years old	2.97
	31 - 35 years old	3.08
	36 - 40 years old	3.51
	46 – above	3.50
Sex f-value:-0.770 p-value:0.444	Male	3.15
	Female	3.29
Educational Attainment f-value:0.065 p-value:0.800	Tertiary Level	3.16
	Post Graduate	3.21
Length f-value:2.905 p-value:0.043*	0 – 5 years	3.06
	6 – 10 years	3.35
	11 – 15 years	3.25
	more than 15 years	3.63
Position f-value:3.530 p-value:0.001*	Managerial / Supervisory	3.58
	Clerical	3.08

Legend: *Significant at p -value < 0.05

As seen from the result in Table 10, only age (0.029), length of service (0.043) and position (0.001) shows significant difference on work engagement. The result was supported by the obtained p -values of less than 0.05 level of significance. This only shows that the work engagement in terms of working condition varies as to their age bracket, years of service and the position that they have in the company.

Older workers also have some preconceived notions that they are not supposed to be working or are just simply waiting until they retire, and as such might be less engaged (James et al., 2011). On the other hand, some researchers have found how younger workers are more future oriented and look for knowledge acquisition because this can further their careers.

As seen from the result in Table 11, only age (0.003) and educational attainment (0.015) show significant difference on work engagement. The result was supported by the obtained p -values of less than 0.05 level of significance. This only proves that the work engagement in terms of administration and

management policies varies as to their age bracket and educational attainment.

Table 11. Difference of Responses on Work Engagement in terms of Administration and Management Policies When Grouped According to the Profile of the Respondents

Profile Variables	Mean
Age	2.861
f-value:4.523	2.975
p-value:0.003*	2.690
	2.736
	3.050
Sex	2.787
f-value:1.424	2.529
p-value:0.160	
Educational Attainment	2.804
f-value:6.292	2.333
p-value:0.015*	
Length	2.754
f-value:0.513	2.708
p-value:0.675	2.720
	3.067
Position	2.890
f-value:1.016	
p-value:0.314	2.730

Legend: *Significant at p-value < 0.05

According to Gallup/Lumina foundation study (2012), those with higher levels of education were slightly less likely to be actively disengaged than those with a high school diploma, technical/vocation training, or some college. This finding suggests that a college degree may allow workers to avoid becoming “trapped” in a bad job by providing more employment options and allowing them to be more selective in the work they choose. Despite the benefits that the increasingly educated workforce is expected to bring to the U.S. economy, it appears that employers are doing too little to engage this influx of college graduates in their workplaces. Leaders must do more to learn about these employees’ specific needs and expectations to develop targeted, measurable plans of action that tie to organizational objectives.

Table 12 reveals that all computed p-values were all greater than 0.05 alpha level, thus, the null hypothesis of no significant difference on work engagement in terms of relationship with colleagues is retained. This only means that the work engagement of the respondents towards their colleagues is the same whatever their profile is.

Table 12. Difference of Responses on Work Engagement in terms of Relationship with Colleagues When Grouped According to the Profile of the Respondents

Profile Variables	Mean
Age	2.90
f-value:0.372	2.82
p-value:0.827	2.71
	2.91
	3.00
Sex	2.84
f-value:1.047	3.04
p-value:0.299	
Educational Attainment	2.89
f-value:1.612	2.64
p-value:0.209	
Length	2.85
f-value:1.030	2.90
p-value:0.386	2.65
	3.24
Position	3.06
f-value:1.485	2.83
p-value:0.143	

Legend: *Significant at p-value < 0.05

Table 13. Difference of Responses on Work Engagement in terms of Achievement and Recognition When Grouped According to the Profile of the Respondents

Profile Variables	Mean
Age	2.84
f-value:2.249	2.21
p-value:0.076	2.50
	2.76
	3.08
Sex	2.75
f-value:0.623	2.62
p-value:0.536	
Educational Attainment	2.78
f-value:4.109	2.33
p-value:0.047*	
Length	2.76
f-value:0.637	2.64
p-value:0.594	2.60
	3.06
Position	2.87
f-value:0.857	2.71
p-value:0.395	

Legend: *Significant at p-value < 0.05

As seen from the result in Table 13, only educational attainment (0.047) shows significant difference on work engagement. The result was supported by the obtained p-values of less than 0.05 level of significance. This only shows that the work engagement in terms of achievement and recognition varies as to their educational attainment that they have in the company. Job promotions are usually based on employee motivation, quality of work, and the ability to get along with others. But supervisors also consider whether or not the employee has a college degree; it's a sign that the worker is serious about the job, knows how to learn, and can achieve goals. Also, growing international competition has forced companies to emphasize sales and customer service, which means they are looking for employees with strong communication skills. Employers often see college graduates as more motivated, able to learn tasks more quickly, better able to meet deadlines, better at communicating and problem-solving. Under asymmetric information,

whatever their profile is. Workforce engagement is found to be positively different in demographic profiles of the respondents. As far as this research work is concerned, the objective is found to be true. The analysis has shown that age, length of service and position are the main demographic factors influencing workforce engagement.

CONCLUSION AND RECOMMENDATION

Majority of the respondents are in the early stage of their career, female, stay in the organization for less than five years and in a clerical position with a tertiary level in education. Citimart employees disagree on how the company provides benefits, compensation and allowance to their employees. The level of work engagement of employee in Citimart is influenced by the benefits, compensation and allowance given by the company. Citimart employee quiet satisfied in giving recognition to them. Employee's engagement gets lower when they feel that they were not fairly rewarded or recognized. Good working condition leads to increasing the level of employee work engagement of Citimart. Being cared by colleague and having a good relationship to them is a strong predictor of workforce engagement of the employee in Citimart. The demographic profile of the respondents differs as to their workforce engagement in terms of compensation, benefits and allowance, working condition and administration and management policies. However, work itself, achievement and recognition and relationship with colleagues do not vary as to their demographic characteristics that they have in the company. The level of workforce engagement in employees of Citimart slightly increases resulting to faster turnover of the employees.

It is recommended that the management may encourage their employee to pursue they career especially in graduate studies, so that they will acquire better degree and develop their career to qualify promotions to higher rank. Salaries may be according to the duties performed by the employee and compensated according to their services; so that Citimart's human capital not has to go to other company. Salary structure of employees may be revised annually and there should be proper compensation structure that offer general increases, bonuses/incentives, fringe benefits at all levels. The company may provide an equal chance of promotion in a fair and honest way. The company may continue to improve the working conditions in order to create a good ambiance to the place. The company may focus on training programs and providing extra activities

Table 14. Difference of Responses on Work Engagement in terms of Work Itself When Grouped According to the Profile of the Respondents

	Profile Variables	Mean
Age f-value:2.415 p-value:0.060	20 - 25 years old	3.10
	26 - 30 years old	2.50
	31 - 35 years old	2.67
	36 - 40 years old	3.08
	46 - above	2.93
Sex f-value:0.546 p-value:0.587	Male	2.97
	Female	3.08
Educational Attainment f-value:0.349 p-value:0.557	Tertiary Level	2.99
	Post Graduate	2.86
Length f-value:0.812 p-value:0.493	0 – 5 years	3.01
	6 – 10 years	2.97
	11 – 15 years	2.66
	more than 15 years	3.19
Position f-value:0.139 p-value:0.890	Managerial / Supervisory	3.00
	Clerical	2.97

Legend: Significant at p-value < 0.05

Table 14 reveals that all computed p-values were all greater than 0.05 alpha levels, thus, the null hypothesis of no significant difference on work engagement in terms of work itself is retained. This only means that the work engagement of the respondents towards their colleagues is the same

that promote the good relationship to others. Also, the management may encourage their employees to share or express ideas and suggestions to make sure that everyone in the company has thorough knowledge on the productivity of the company. The management may consider how the current levels of engagement vary across the demographic groups in their organization. By identifying the differences, they will be able to pinpoint where improvements are needed. They may also need to create strategy that is flexible enough to satisfy the needs and priorities of different groups of employees. A similar study may be conducted by future researchers using other variables not included in this study.

REFERENCES

- Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work & Stress*, 22(3), 187-200.
- Bay, A. B., An, I. L., Laguador, J. M. (2014). Organizational Satisfaction and Work Engagement of Filipino Teachers in an Asian University, *International Journal of Multidisciplinary Academic Research*, 2(4), 32-41
- Deligero, J. C. L. & Laguador, J. M. (2014). Work Engagement among Employees and Its Relationship with Work Units' Performance of a Higher Education Institution, *International Journal of Management Sciences*, 3(12), 2014, 909-917
- Gowri, P. A. & Mariamma, M. (2012), Factorial Dimensions of Employee Engagement in Public and Private Sector Banks. *Bonfiring International Journal of Data Mining*, Vol. 2, No.4.
- Kalaw, J. F. (2014). Organizational Culture among Teaching Employees of Lyceum of the Philippines University-Batangas: Basis of Enhancement International Journal of Information, Business and Management, 6(4), 52-66
- Laguador, J. M., De Castro, E.A., Portugal, L. M. (2014). Employees' Organizational Satisfaction and Its Relationship with Customer Satisfaction Measurement of an Asian Academic Institution, *Quarterly Journal of Business Studies*, 1(3), 83-93
- Markos, S. (2010). Employee Engagement: The Key to Improving Performance. *International of Business and Management*. Vol.5, No.12.
- Mendoza, R. O., Laguador, J. M., Buenviaje, M. G. (2014). Organizational Satisfaction and Work Engagement Among Non-Teaching Personnel of an Asian University, *International Journal of Management Sciences and Economics*, 1(1)
- Schaufeli, W., & Salanova, M. (2007). Work engagement. *Managing social and ethical issues in organizations*, 135-177.
- Smith, G. P. (2015). Work Environment More Important to Employees. *Business Know-how*. Retrieved 03/08/15, <http://www.businessknowhow.com/manage/workenv.htm>
- Sonnentag, S. & Frese, M. (2002). Performance Concept and Performance Theory, University of Konstanz, Germany.
- Sonnentag, S., Volmer, J. and Spsychela, A. (2010), "Job Performance", Sage handbook of Organizational Behavior Vol.1, Published in Micro Approaches.
- The Training Source (2011), Employee Loyalty Doesn't Equal Longevity, Retrieved 12/15/2013 from www.leadingforloyalty.com/employee_loyalty.html
- The Business of HR (2015), The No.1 Driver of Employee Engagement, Retrieved 03/28/15 from <https://apiconstasurfinf-a.akamaihd.net/gsr?is=ob3022ppPH&bp=BA&g=11902168-08bb-4902-9047-032f5c9ec3b0>