

The Mediating Effect of Employee Engagement on the Relationship Between Organizational Commitment and Employee Turnover in Government Institutions

Sheila Mae N. Narvaez, Alger P. Dura, PhD

Faculty of the Professional Schools, University of Mindanao, Davao City

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ABSTRACT

This study aimed to learn the mediating effect of employee engagement between the relationship of organizational commitment and employee turnover of government employees. This investigation employed a non-experimental quantitative research design, utilizing the descriptive-correlational and mediation methodologies. To align with the research objectives, a standardized questionnaire was contextualized and administered. In compliance with study ethics, results were collected through a face-to-face survey. The study was conducted at the Municipality of Maitum wherein 353 government employees responded to participate. The study used these statistical tools to analyze the data, regression techniques, Sobel's Z-test, Pearson's R, descriptive statistics, and mediation and path analysis to look into causal relationships. Results exposed that level of organizational commitment; employee turnover and engagement are all high. Likewise, the result displays that there is a positive and significant relationship midst the independent and dependent variables of this study. The variables of this study employee engagement, organizational commitment, and employee turnover exposed a positive significant correlation. The study discovered through a series of regressions that the mediating effect of employee engagement displays partial significant relationship between organizational commitment and employee turnover as it shows the commitment of government employees to their organizations as shown on the regression weights models.

Keywords: public administration, employee engagement, organizational commitment, employee turnover, government employees, Philippines

SDG Indicator: #5 (Lower Retention, Motivation and Work-life Balance)

INTRODUCTION

Employee turnover has a major effect on the growth and revenue of enterprises worldwide. As a result, analysis of intended turnover is given top priority by management to retain valued and skilled employees. But it also increases the possibility of losing skilled people, which is why it is so important for companies to hold on to qualified staff. Employee retention continues to be an issue for managers of organizations (Al-Suraihi W., Samikon, Al-Suraihi A., & Ibrahim, 2021).

Significantly, turnover has a detrimental impact on organizations and companies due to the expenses associated with losing talent, severance, compensation, more labor, hiring and training, in addition to discrepancies between the output of workers who have left and the newly hired which deeply affects outcomes on productivity, efficiency and effectiveness of an organization leading to company loss (Stamolampros, Korfiatis, Chalvatzis, & Buhalis, 2019; Jerome, 2017). Also, the relationship between employee and client is crucial to business's success since it directly affects the latter (Al-Suraihi W., Samikon, Al-Suraihi A., & Ibrahim, 2021). Hence, examining fresh set of variables that support increasing employee loyalty to the organization is essential (Naufer & Kumar, 2020). Further, learning potentials of employee turnover can lead

employers to gain valuable insights into turnover forecasting which can enable organizations to create focused retention plans and foster a more secure and involve workforce facing growing competitions.

Hence, studies have identified 10 categories of reasons why employees leave their jobs, including career advancement, work-life balance, management conduct, job qualities, well-being, relocation, pay and benefits, retirement, involuntary, and work (Mahan, Nelms, Jeeun, Hein and Moffett, 2020). Dissatisfaction with their job is more likely when an employee's needs are not addressed (Mabindisa, 2022). Other factors like career development opportunities, workplace culture, creativity and learning opportunities, socio-ethical responsibility, salary and recognition do not affect employees' intentions to stay with a company but can cause unhappiness if lacking (Tripathi V, Rajlaxmi, Srivastava, and Tripathi A. 2020). Work overload (Pradana & Salehudin, 2013) can lead to job stress, poor performance, absenteeism, and ultimately employee turnover.

In a global survey, according to the 2022 Gallup World Poll, 51% of employees are either diligently searching or just keeping an eye for work when asked how much they are considering applying for another position or job rather than their current position. Also, based on the data of the U.S. Bureau of Labor Statistics for the past three years, to get data for recent employee turnover rate using old formula found in the footnote of BLS Data, which shows an average of 47% turnover rates. On industries: construction - 53%; Manufacturing - 39%; Trade, Transportation and Utilities - 54%; Information - 37%; Financial Activities - 29%; Professional and Business Services - 38%; Leisure and Hospitality - 82%; and Government - 20% which means that over 50 million people had decided to quit during this year.

In the Philippines, as shown in Labor Turnover Statistics of National Capital Region for the 3rd and 4th Quarter of CY 2021, the 2021 3rd Quarter: Accession Rate is 9.6%, Separation Rate, 8.9%, and 0.7%. Likely, 2021 4th Quarter shows Accession Rate of 9.7%, Separation Rate, 9.1% and Labor Turnover Rate of 0.6%. This means that for every 1,000 workers, seven workforces were added to the total workers during the 3rd quarter and six workforces in the 4th quarter. Also, Labor Force Survey shows that in the 95% estimation of employment rate, the five top annual increase of employed persons in October 2023 were: accommodation and food service activities (291,000); administrative and support service activities (224,000); Transportation and storage (149,000); public administration and defense; compulsory social security (98,000); and human health and social work activities (86,000). The highest annual drop in the number of employed persons were wholesale and retail trade; repair of motor vehicles and motorcycles (-193,000); Mining and quarrying (-75,000); Manufacturing (-73,000); Arts, entertainment, and recreation (-36,000); and Fishing and aquaculture (-30,000). These shows analysis on industry's employment rates and learning whose industry needed in-depth knowledge on employee's intent, commitment, and engagement into their various industries.

Employee engagement and employee-organizational commitments are critical organizational requirements as organizations face globalization and recover from the global recession. Work engagement, employee and organizational commitment have been areas of interest among many researchers and they have received huge recognitions among scholars and studies. Many researchers in their studies support the relationship between organizational performance and employees' engagement; for example, Simpson (2009) and Andrew and Sofian (2012). Most organizations now realize that the role of human resource management is becoming vital. This can be attributed to the fact that people in the organization can be a source of competitive advantage (DeNisi & Griffin, 2014).

Hence, one source of competitive advantage is compensation packages in organizations which can significantly impact employee commitment and retention towards the organization. Also, turnover shows that it can have a positive impact on organizational performance, with types such as transfers, quits, and involuntary resignation being key factors Lee (2017). Investing in training and development of employees is the top employee retention (Cruz, 2021). With solid training program, plan, and strategy can lead to better knowledge, skill sets, and a more confident staff (Laughman, 2021)

Motivation is likely crucial for work engagement as it instills a sense of personal and self-management. Self-managing employees improve cognitive processes and can effectively use psychological resources to achieve

goals (Harunavamwe, Nel, & Van Zyl, 2020). Engagement in self-regulatory tasks, such as self-leadership, develops an individual's long-term ability and potential (Stewart, Henderson, Michaluk, Deshler, Fuller & Rambo-Hernandez, 2019). Highly committed employees are more energetic, connected to their job-related activities, and strongly committed to their companies (Nazir & Islam, 2017; Tisu, Lupsa, Vîrgă & Rusu, 2020). Employee engagement is not just about attachment to employment, but also about the individual's organizational commitment, which determines whether an employee wants, needs, or feels compelled to stay with the company (Park & Pierce, 2020).

Moreover, the relationship between organizational commitment and employee turnover, highlights the importance of talent retention strategies in government institutions (Masenya, Jiyane, and Ngoepe, 2020). Organizational commitment is linked to employee engagement, which is influenced by factors such as organizational structure, work experiences, work characteristics, and relationships between management and coworkers (Leite, de A. Rodrigues, & de Albuquerque, 2014). Commitment is an agent affecting turnover if the company's values align with employees' values, leading to commitment (Glaserová, 2019).

Similarly, Saraswati and Lie's (2021) research explores how organizational justice balances work-life involvement and turnover intention. The study finds that organizational justice significantly impacts the relationship between work engagement and turnover purpose, with participants believing that the company's commitment is a crucial factor influencing their decision to leave. The authors also found that one's desire to leave is a major predictor of employee turnover behavior in the workplace.

However, Viseu, Pinto, Borralha, and De Jesus, (2020) reveal that workers engaged in the organization will carry out their tasks and duties properly, which increases their motivation and organizational commitment. Conversely, dissatisfied employees will be less driven, decreasing overall organizational commitment. Loan (2020) used multiple regressions to establish a favorable association between organizational commitment and job satisfaction. He also found that organizational commitment and job satisfaction are closely related behaviors, with prior studies showing that strong job satisfaction boosts cognitive and affective commitment. However, high or low job satisfaction has little bearing on long-term commitment. In the collectivist country of the Philippines, normative commitment is appropriate for understanding the relationship between employee engagement and turnover (Sohail & Ilyas, 2018; Hakimi, Almutairi, Al Otaibi R, A; Otaibi T, & Al Battal, 2020; Hofstede Insights, 2017).

Additionally, Saks and Gruman (2018) previous studies have shown that employees who are satisfied with their jobs and committed to them are less likely to leave. However, employee turnover has a detrimental impact on an organization's productivity and effectiveness, and it is difficult to maintain quality personnel in public government. To reduce turnover, a government employee's framework should adopt a strategy based on job satisfaction and organizational commitment.

Further, improving job benefits, such as offering vehicle allowances, improving working conditions, and benchmarking pay to similar organizations, can play a key part in lowering turnover intentions. Organizational leaders, government executives and human resource managers should prioritize the aspects with which government employees are unsatisfied and develop an institutional talent retention structure to lessen the likelihood of turnover (Masenya, Ngoepe, & Jiyane, 2020).

The purpose of this study was to address Sustainable and Development Goal No. 5 which is to determine the mediating effect of employee engagement on the relationship between organizational commitment and employee turnover of government employees that may be a basis in reducing turnover, providing motivation and good work-life balance for both employer and employee.

Specifically, this study sought to answer the following objectives: to describe the level of organizational commitment of employees in government institutions in terms of affective commitment, continuance commitment and normative commitment; to ascertain the level employee turnover of employees in government institutions in terms of superior-subordinate relation, work-life balance, working environment and

comprehension; to measure the level of employee engagement of employees in government institutions; to establish the significance of the relationship between organizational commitment and employee turnover, organizational commitment and employee engagement, and employee engagement and turnover of employees; and to determine the significance of the mediation of employee engagement on the relationship between organizational commitment and employee turnover.

The null hypothesis of this study was formulated at 0.05 level of significance i.e. there is no significant relationship between organizational commitment and employee turnover, between organizational commitment and employee engagement, and between employee engagement and turnover of employees; and, there is no significance of the mediation of employee engagement on the relationship between organizational commitment and employee turnover.

The study is anchored on Herzberg's Two-Factor Theory (Herzberg, 1974). In this theory, factors are identified and examined for satisfaction, the driving forces at work, and the unhappiness, or the demotivating elements of the workplace workers. Workers are vital to an organization; hence, an organization should comprehend the needs of its employees, which will assist firms and businesses in adopting specific strategies for improving employee performance and reducing turnover. For instance, employees may work less if hygienic conditions decline, but increased motivating elements can inspire them but if hygienic conditions were not met, good environmental conditions decline which can lead to turnover intentions. Also, the findings will deliver an eloquent and conceptual overview of turnover intention which will help to discover plans for staff turnover and potential areas of future research in this crucial field of study (Al-Suraihi W., Samikon, Al-Suraihi A., & Ibrahim, 2021; Chiat & Panatik, 2019).

In support, the self-determination theory of motivation by Deci and Ryan (1985) also anchors this study, since it focuses on identifying and satisfying three psychological needs: autonomy, competence, and relatedness. This holds a broad theory concerning human personality and motivation with how the individual connects with and depends on the social environment which embraces the idea if they will stay or quit their job (Legault, 2017). For instance, an organization would give tantamount time to understand employee's intention, behavior and performance through Herzberg's Two-Factor Theory which shows how important the worker's feeling of contentment and satisfaction at work if these are met and results in increased motivation, better performance and overall well-being (Guo, 2023).

Furthermore, another theory from Dr. William Khan (1990), Kahn's Employee Engagement Theory, which focuses on a colleague's active involvement in job development and updates, supports the study. This means that engaged employees help polish job areas and recognize their contribution to organizational growth. Also, based on his examination of the interview data for both of his studies, the same writer made an educated guess that situations that correspond to these three crucial psychological states or circumstances, specifically people were motivated by things that were significant, safe, and available behavior in the workplace. He also discovered that employees showed greater engagement at work in circumstances that provided them with greater psychological depth and significance when they were more mentally accessible and in a safe space (Saks, 2006).

As shown, to create a workplace that maximizes employee satisfaction, work-life balance, motivation, and well-being while reducing turnover intentions, employers must have an in-depth comprehension of their employees' private engagement and enthusiasm in their colleagues, as described in Kahn's Employee Engagement theory and Herzberg's Two-Factor Theory. The recognition that certain work environment elements, including the ones mentioned in Herzberg's Two-Factor Theory, might increase employee turnover if improperly managed is where the relationship to employee engagement therefore rests.

For example, when there are factors that Herzberg's Two-Factor Theory identifies as low employee engagement, such as inadequate rules and operational conditions, poor communication, unequal compensation practices, low recognition, erratic security, and an unpleasant work environment, employees might opt to leave the company because they are dissatisfied at work (Shellow, 2022). Also, employee engagement involves

organizational performance, employment accomplishments and interactive relationship with colleagues by analyzing workers’ personal engagement and involvement in the work setting (Albrecht, Bakker, Gruman, Macey & Saks, 2015; Shellow, 2022). Hence, employee engagement and Khan’s Employee Engagement Theory are linked through impact in understanding workers’ involvement, motivation, intention, and goals inside the organizational workplace (Kahn, 1990; Vaijayanthi, Roy, Shreenivasan, & Srivathsan, 2011; Gupta & Sharma, 2016).

In the conceptual framework of the study, the independent variable is organizational commitment which refers to the degree of commitment to their work with the indicator’s affective commitment, continuance commitment and normative commitment. Organizational Commitment in this study refers to employee’s relationship and devotion with his or her organization and employment (Mahmoud, Sitladin, Tehseen & Grigoriou, 2020).

The dependent variable of this study is employee turnover which demonstrates persistent employee withdrawal (Robbins and Judge, 2017). This involves indicators like superior–subordinate relations, work–life balance, working environment and compensation. Lastly, employee engagement is the study’s mediating variable that implies engagement to or attachment to one’s employment, it is the individual’s organizational commitment that decides whether an employee wants, needs or feels compelled to stay with the company (Park & Pierce, 2020).

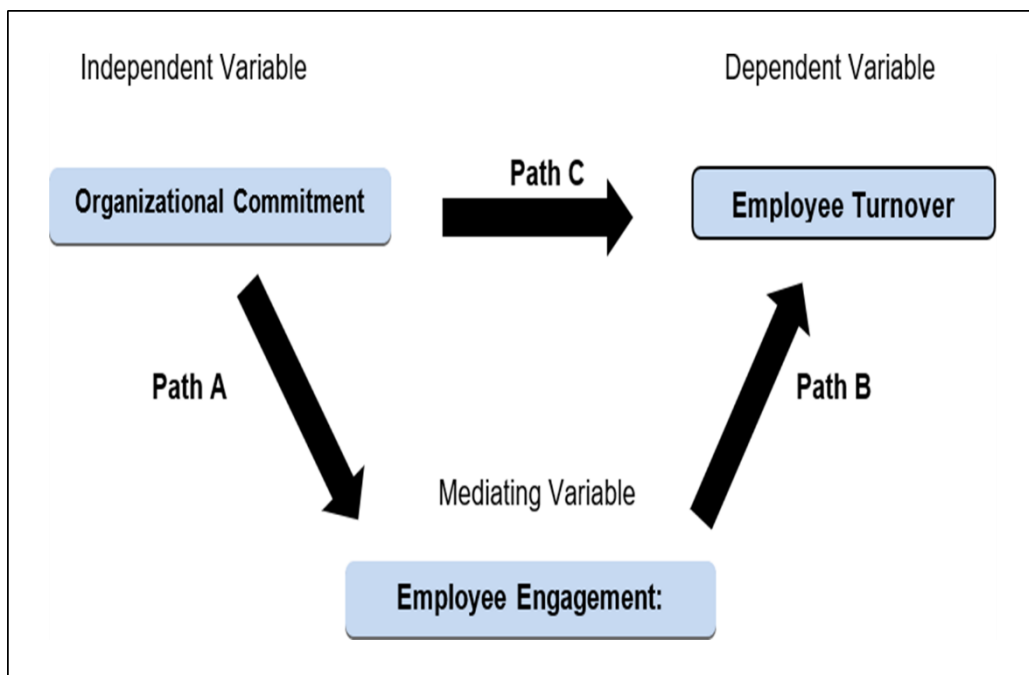


Figure 1. Conceptual Framework Showing the Variables of the Study

The researcher was unable to find any studies on these topics conducted in the Philippines, especially ones that focused on the mediation of employee engagement. Therefore, the investigator is strongly encouraged to carry out a study that investigates the moderating influence of employee engagement on the correlation between organizational commitment and employee turnover within the framework of Maitum, Sarangani’s Local Government Unit. Particularly, Maitum LGU employees aim to guarantee adequate provision of gender-sensitive basic services and a sustainable economy for the overall well-being of the community.

METHOD

In this section, we are presenting the methods and discussion used in the collection and data analysis. This covers the research design, research locale, population and sample, research instrument, data collection statistical tools used and ethical consideration.

Research Respondents

The study was conducted at the municipality of Maitum which is composed of 19 barangays. The respondents were 353 government employees in the said municipality broken down into 188 Local Government Unit Employees with 78 permanents, 5 contractual, and 105 job order workers, 120 functionaries of Barangay Local Government Unit Employees, and 35 employees of Government Hospital.

Essentially the respondents were all assigned in the implementation of serving the public in Maitum. Hence, a complete enumeration sampling technique was employed in the study. Complete enumeration is a type of purposive sampling technique which investigates the whole population with specific fixed traits. It is most used in populations with unusual traits (Laerd, 2012). Given the specific objective of the study such technique is appropriate.

Furthermore, this survey includes the Local Government Unit employees (permanent, contractual and job orders) and excludes employees who have been with the company for less than a year. For the purpose of this content, a participant can opt out of the study. When a respondent withdraws, they must notify the researcher. It is possible that a response will not be obliged to disclose the reason for their withdrawal.

Materials and Instrument

The research instrument used by the proponent in collection of data includes three parts. The first part of the questionnaire deals with organizational commitment extracted from the works of Jaros (2007) and Van Der Werf (2020) with the indicator's affective commitment, continuance commitment, and normative commitment. Next, the second part of the questionnaire obtained from the works of Bhatt (2012) dealt with turnover of government employees with the indicators superior-subordinate relation, work-life balance, working environment and compensation (Buddhima & Senevirathna, 2017). Finally, the third and last part dealt with employee engagement extricated from the works of Laake (2016) and Osborne and Hammoud (2017) with the indicators job satisfaction, communication between leaders and employees, empowering employee, rewards and recognition and employees support in achieving organizational goals. This is a self-reported questionnaire that assesses the extent to which government personnel are engaged while answering to various scenarios. The said tool was contextualized to fit the study's environment and goal. The researcher conducted pilot tests to 50 participants who will not be a part of the study. Computations were based on Cronbach's alpha of 0.948 which means that the internal consistency is excellent.

Data interpretation on organizational commitment, employee turnover and engagement utilized 5 point Likert-scale measurements: range of means from 5.00 to 4.20 exhibiting a very high descriptive level interprets that the measure of organizational commitment, employee turnover and engagement were always manifested; range of means from 4.19 to 3.40 exhibiting a high descriptive level interprets that the measure of organizational commitment, employee turnover and engagement were often manifested; range of means from 3.39 to 2.60 exhibiting a moderate descriptive level interprets that the measure of organizational commitment, employee turnover and engagement were sometimes manifested; range of means from 2.59 to 1.80 exhibiting a low descriptive level interprets that the measure of organizational commitment, employee turnover and engagement were seldom manifested; range of means from 1.79 to 1.00 exhibiting a very low descriptive level interprets that the measure of organizational commitment, employee turnover and engagement were never manifested

Design and Procedure

The study used a non-experimental quantitative research method. As described by McBurney and White (2009), correlation analysis is a type of non-experimental research that looks for correlations between variables. Non-experimental research aims to find a link or relationship between the variables being investigated (Polit & Beck, 2004). Furthermore, this approach does not change the independent variable and is commonly used to investigate the relationship or even link between variables (Baker, 2017)

Hence, the descriptive correlation is the association among variables that is measured without attempting to demonstrate a correlation (Quaranta, 2017). Shaughnessy, Zechmeister E., and Zechmeister J. (2017), stated that descriptive research is effective for evaluating thoughts, views, and feelings based on scientific judgment. It also gives crucial information about the nature of objects and people.

Moreover, the study also employed a mediation method to determine the mediators' variable's mediating effect. Mediation is a means of resolving disagreements between disputing parties. It usually enlists the support of a neutral third party for help in resolving social, professional, or governmental conflicts to reach a fair and lawful conclusion. (Alternative Law, 2017). The study shows interest in examining the relationship between employee engagement and organizational commitment for government employees; the relationships of among employee turnover and employee engagement; and the organizational commitment and employee turnover of government employees.

Furthermore, the proponent submitted the extricated questionnaires, adapted expert validated questionnaires that were subject to revision, review, correction and finalization of questionnaire before gathering data. Afterwards, the pertinent documents were submitted to UMERG for review and secure approval to proceed the research followed by the issuance of UMERG Certificate with protocol number 2022-245.

The researcher secured an endorsement letter from the Dean of the Professional Schools, then drafted a letter requesting permission from government institutions to conduct the research amongst its employees. Permission from organizations or locations were obtained before conducting the study. Authorship strictly adhered to the scientific method, with detailed recordkeeping, clear collaboration, and shared understanding of roles and responsibilities. The researcher revised draft articles critically for important intellectual content and final approval. The co-author will be responsible for the results and ensure all authors' contact details are correct.

After, the researcher asked assistance from the human resource officers and barangay treasurers to administer the survey. Participants were not forced to fill out and answer the questionnaires. However, the proponent asked the participants for their honest appraisal in answering the survey. Then, upon the completion of survey questionnaires these were retrieved and collected. Lastly, the data were tallied for statistical purposes where the proponent had encoded all the respondent's responses in Microsoft Excel and was then forwarded to statistician for statistical treatment.

Additionally, the researcher used the following statistical tools to analyze the data. In measuring the level of employee engagement, organizational commitment, and employee turnover of government employees the mean was used. In assessing the significance of the relationship between organizational commitment and employee turnover of government employees in doing public service the tool namely Pearson R was utilized. To determine the coefficient as input to medgraph the regression was used. In Medgraph, researchers employed the Sobel Z-test which was used to ascertain the significance of the mediation of organizational commitment and employee turnover of government employees. Permission from organizations or locations was obtained before conducting the study.

Furthermore, the University of Mindanao Ethics Review Committee examined the researcher's proposal and questionnaires, including ethical procedures and issue a certification number before conducting the study. These include voluntary participation where respondents chose to participate or withdraw, privacy and confidentiality that adheres Data Privacy Law of 2012 or Republic Act 10173 to protect and respect the rights of the participants, and the documents will be kept for storage and retrieval and shred the files needed to be disposed, informed consent which obtain approved consent of the respondents, and ethical recruitment of government employees. The study does not involve higher-risk situations in physical, psychological, or socio-economic concerns. Potential risks include hazards or harm that may occur during and after the research. The study will be useful for government offices in formulating policies, guidelines, and programs to enhance employee competence in promoting organizational commitment, employee turnover, and engagement, affecting productivity. The study may also help government employees determine the level of commitment,

employee turnover, and engagement needed to become productive government employees. The study aims to avoid plagiarism, fabrication, and falsification by using Grammarly, Turnitin software, and plagiarism detectors to ensure consistency and minimize the similarity index. The researcher will not exaggerate data or overclaim others' works. Models and theoretical frameworks will come from accurate and reliable sources, and the researcher will follow research integrity guidelines. The researcher will adhere to institutional and governmental requirements for identifying, disclosing, and managing conflicts of interest. They will recognize and mitigate these conflicts, and inform institutions and other parties with significant interest. The study will not involve deceit in recruitment or data collection, and all government employees will be given informed consent before participating. All data gathered will be tabulated, analyzed and interpreted. All research data will be kept in a way such as only employees with the proper authority may access and store paper copies locked in file cabinet with just one key. Data will be disposed by the researcher upon analyzing that it is no longer necessary.

RESULT AND DISCUSSION

This section comprises the results and implications of the study based on the problem statements: level of organizational commitment, employee turnover, and employee engagement of government institutions in Maitum; the significant relationship between organizational commitment, employee turnover, and employee engagement of government institutions; and the test of mediating effect of employee engagement on the relationship of organizational commitment and employee turnover.

Levels of organizational commitment, employee turnover and engagement of government institutions shows how these levels manifests inside government institutions. It gives emphasis on the social relationships, working environments, situations and reality of employees work experiences that are happening in an organization.

Level of Organizational Commitment of Government Institutions

Displayed in Table 1 is the level of organizational commitment of employees in government institutions. The overall mean rating is 4.05, with a standard deviation of 0.65 which shows that organizational commitment is significantly evident and is present within the organization. The mean score has a verbal description of high. The high mean rating means that the organizational commitment of employees in government institutions was always manifest. It also means that employees in government institutions often manifest organizational commitment in normative commitment, affective commitment, and continuance commitment. Also, normative commitment had the highest mean of 4.15 with descriptive level as high and a standard deviation of 0.66. However, continuance commitment had a mean of 3.91 and descriptive level as high and a standard deviation of 0.87. This implies that employees are more inclined to often exhibit normative commitment than continuance commitment.

Table 1 Level of Organizational Commitment of Employees in Government Institutions

Indicator	Mean	SD	Descriptive Level
Normative Commitment	4.15	0.66	High
Affective Commitment	4.10	0.65	High
Continuance Commitment	3.91	0.87	High
Overall	4.05	0.65	High

This implies that the respondents agreed that employees have often shown Affective Commitment to their co-workers and their organization. They are being very content to spend the rest of their career with this institution wherein employees will have to continue to do work with a dedication of their own (Sohail & Ilyas, 2018). On Continuance Commitment, the respondents agreed that employees often display this kind of commitment inside their organizations and that most of the employees believed that it would be very stiff for them to leave the organization even if they wanted to go due to their commitment. The employee-employer

relationship must be built so that an employee to stay within the organization longer (Siahaan, 2017). On Normative Commitment, the respondents agreed that employees often show this normative commitment within the organization, which touches on the value of loyalty and morale. And that employees must repay the organization's favor which will turnout as an indebted obligation or moral responsibility for the latter (Ahmad, 2017 & Siahaan, 2017).

Level of Employee Turnover of Government Institutions

Likely, in Table 2 is shown the level of employee turnover in government institutions which is high, as evident by the overall mean score of 3.89 with a standard deviation of 0.49 which is significantly evident within the organization of the respondents. The high result means that the employees often manifest employee turnover in superior-subordinate relation, work-life balance, working environment and compensation. It also means that employee turnover in government institutions often manifests in the working environment, superior-subordinate relation, work-life balance and compensation. Also, working environment had the highest mean of 4.00 labeled as high and a standard deviation of 0.46. However, compensation had a mean of 3.76 labeled as high and a standard deviation of 0.83. This implies that employees likely leave the government institutions due to working environment than compensation.

Table 2 Level of Turnover of Employees in Government Institutions

Indicator	Mean	SD	Descriptive Level
Working Environment	4.00	0.46	High
Superior-Subordinate Relation	3.91	0.60	High
Work-Life Balance	3.90	0.46	High
Compensation	3.76	0.83	High
Overall	3.89	0.49	High

This implies that the respondents agree that characteristics of employee turnover are often manifested in the withdrawal of employees from working inside the institution shown. On the matter of superior-subordinate relations, these are often seen as each class communicates and touches matters on fairness, criticisms, and motivation. At the same time, the approach uses an aligned supervisor-subordinate data set and helps to explain why more research into other relationships influenced by supervisor-subordinate interpersonal conflict will be conducted in the future (Tillman, Hood & Richard, 2017). On work-life balance the respondents often manifest when it comes weighing the life and work you have as it touches happiness in life and successes at employees' career within the organization. In addition, organizational flexi-time strategy should be based following the organizational policy framework to provide work-life balance without compromising public service performance for both employee's and organization's benefits (Masenya, Ngoepe & Jiyane, 2020). Regarding working environment, respondents are often shown as employees likely influenced by the working environment which touches their relationship with their co-workers, work output, development, and services they provide to clients. There is a need for an organization to maintain a good working environment for its employees, which will later increase employee job satisfaction and can lead to increase in output, which will both benefit the employee and the organization (Lovick-Mcdaniel, 2019). On compensation the respondents often showed its vitality as employees are often influenced by salary, perks and bonuses provided by the organization in exchange for their services wherein they please their bosses and help achieve organization's goals. The organization must provide reliable payment, extra compensation, and recognition like receiving of awards which motivates employees to foster engagement and minimizes turnover (Nasurdin, Tan, & Khan, 2018; Ocen, Kasekende & Angundaru, 2017).

Level of Employee Engagement of Government Institutions

Hence, it is shown in Table 3 that the level of employee engagement overall is high at a mean of 3.93, with standard deviation of 0.41 which means it is significantly evident within the organization. Of the items shown below four got very high levels, twenty-four got high levels and one got moderate level.

Table 3 Level of Employee Engagement in Government Institutions

Items	SD	Mean	Descriptive Level
Overall	0.41	3.93	High

This implies that the respondents agree that characteristic of employee engagement always touches on the importance and purpose of one’s job, contentment, motivation and responsibility when it comes to engagement at work. It also shows that when employees are satisfied with the work, they will collaborate hard to complete it, even if it means going above and beyond their normal responsibilities (Rahayu, 2020). Moreover, most of the respondents show high result which meant that they agree that often manifest employee engagement is shown within their respective agencies and organization. Also, this shows that it touches often the abilities shown by employees, employee’s goals, love of work, co-worker’s support, employee improvement and the output that employees provide. Therefore, employees who are engaged likely will carry out their responsibilities in the workplace and express themselves physically, cognitively, and emotionally (Rahayu, 2020). However, the question regarding the difficulty of one’s work shows moderate results which meant that respondents sometimes manifested this aspect; therefore, top management must provide solutions to workers' work difficulties, clear job description and incentives for them to be more productive and result in a decrease of turnover may apply in the future (Rahayu, 2020).

Relationship between Organizational Commitment and Employee Turnover of Government Institutions

Displayed in Table 4.1 is the correlation test result. The data show that the relationship between the independent and dependent variables is strong, positive, and significant. The data revealed an enormously substantial relationship between organizational commitment and employee turnover with the overall coefficient of correlation of .263, with p-value .000 which is less than 0.05 level of significance. Therefore, there is a significant relationship between organizational commitment and employee turnover, and the null hypothesis is rejected. Further, this implies that employee’s commitment to organization predicts employee turnover because employees who are committed likely to remain at the organization.

Table 4.1 Significance on the Relationship between Organizational Commitment and Turnover of Employees in Government Institutions

Organizational Commitment	Turnover of Employees				
	Superior Subordinate Relation	Work Life Balance	Working Environment	Compensation	Overall
Affective Commitment	.248** .000	.285** .000	.299** .000	.179** .001	.288** .000
Continuance Commitment	.083 .121	.143** .007	.133* .013	.116* .029	.139** .009
Normative Commitment	.262** .000	.312** .000	.362** .000	.164** .002	.307** .000
Overall	.209** .000	.265** .000	.282** .000	.168** .002	.263** .000

*Significant at 0.05 significance level

Findings were parallel to Xia, Sun, Zhang C, and Zhang Y’s (2022) study which states that organizational commitment has a direct impact on turnover intention and organizational commitment. This also means that the employee is influenced deeply by organizational commitment in the sense that they should have good practice or evaluation to make sure that commitment of every employee in the organization is visible and that if not displayed employee turnover may occur on the latter. Moreover, in the case of Ahmad (2018) he found

that normative commitment can influence employee turnover intentions in a sense of whether employees stay with an organization due to indebted obligation arising from organizational offerings (indebted obligation) or due to specific moral responsibility arising from the internalization of values and norms embraced from family, religion, and dwelling culture (moral obligation), regardless of what the organization offers to its employees.

Likely, for the same author, continuous commitment also affects turnover in a sense whether an employee stays to his or her company largely because of its rewards or whether he or she should be entitled to be informed of individual investment within the company or because of high costs of leaving the employment, especially in a down economy. Also, the aspects of the work, supervision, remuneration, and work engagement have an adverse influence on the ability to leave (Keng, Nur, Mohamed & Ching, 2019).

Further, organization may improve or create retention strategies that may benefit both parties. Through this, a conducive strategy may lead to a more secure, outstanding output and parallel goals.

Relationship between Organizational Commitment and Employee Engagement of Government Institutions

Additionally, displayed in the data in Table 4.2 is the correlation result of organizational commitment and employee engagement. The table shows that there is a significant relationship between the two variables wherein the coefficient of correlation showed .447 and its significant p-value is .000 which is less than 0.05 level of significance.

This implies that there is a significant correlation between organizational commitment and employee engagement, and the null hypothesis is rejected. Hence, this proposes a significant correlation between the mediating variable and independent variable which indicates that if employees are engaged at work this means they are happily committed and devoted to the organization.

Table 4.2 Significance on the Relationship between Organizational Commitment and Engagement of Employees in Government Institutions

Organizational Commitment	Engagement of Employees
Affective Commitment	.475** .000
Continuance Commitment	.311** .000
Normative Commitment	.441** .000
Overall	.447** .000

*Significant at 0.05 significance level

This finding supports Alkhadher, Beehr and Meng (2020) as organizational commitment varies significantly from other forms of commitment, such as work ethic endorsement, career dedication, workplace engagement, and so on. Also, employee participation refers to how enthusiastic people are about their jobs, how devoted they are to the organization, and how willing they are to go above and beyond in their work (Jena, Bhattacharyya & Pradhan, 2017).

Additionally, organizational commitment influences employee performance by encouraging a strong desire to perform higher and contribute more to the organization. Committed employees will have the desire to provide more energy, thought, and responsibility in increasing the welfare and productivity of the organization. Operational excellence is inextricably linked to the role of its employees because increased productivity and quality of work will help the organization achieve its objectives (Santoso, Lianasari & Wardoyo, 2017;

Indayati, 2012). Further, employees who are engaged inside the firm will carry out their tasks and duties properly (Viseu, Pinto, Borralha & De Jesus, 2020). Likewise, Tarigan (2015); Abuhashesh, Al-Dmour and Masa’deh (2019) state that if people are happy at work, they will be more motivated, which would raise their commitment to the organization; likewise, if professionals are dissatisfied with their respective jobs, they are far less driven, which will decrease overall organizational commitment.

Relationship between Employee Turnover and Employee Engagement of Government Institutions

Finally, shown in the data in Table 4.3 is the relationship between engagement turnover of the relationship between the employee engagement and the four indicators of employee turnover in government institutions. The overall result of two variables shows a significant relationship with a coefficient of correlation of .769 with p-value of .000 and a significance level of less than 0.05. Therefore, a significant relationship between employee turnover and employee engagement, and the null hypothesis were rejected. This meant that as the engagement of employee were strongly linked with turnover, and that turnover was dependent on how employee’s engagement at work inside his or her workplace.

Table 4.3 Employee Engagement and Employee Turnover Significance on the Relationship between Engagement and Turn-over of Employees in Government Institutions

Engagement	Turn-over of Employees				
	Superior Subordinate Relation	Work Life Balance	Working Environment	Compensation	Overall
	.622**	.743**	.736**	.552**	.769**
	.000	.000	.000	.000	.000

*Significant at 0.05 significance level

The findings of the study support Živković, Franjković and Dujak’s study (2021) which states that dedicated workers are more likely to be satisfied and more engaged, with reduced staff turnover and a lower likelihood of leaving. As well, the study of Saleh, Sarwar, Khan, Tabash and Hossain (2023) states that it can be concluded from the whole study that job satisfaction is critical in reducing the high turnover rate at contact centers due to both internal and external causes. Aside from that, research results demonstrate that the smaller the staff turnover, the higher the job fulfillment towards the job, manager, management, and level of satisfaction.

Further, both variables shown significant correlation and that employees with higher engagement level likely choose to remain loyal to the organization.

Mediating Effect of Employee Engagement on the Relationship between Organizational Commitment and Employee Turnover in Government Institutions

The mediating results shown two model figures, the first model figures describe the direct relationship of organizational commitment and employee turnover.

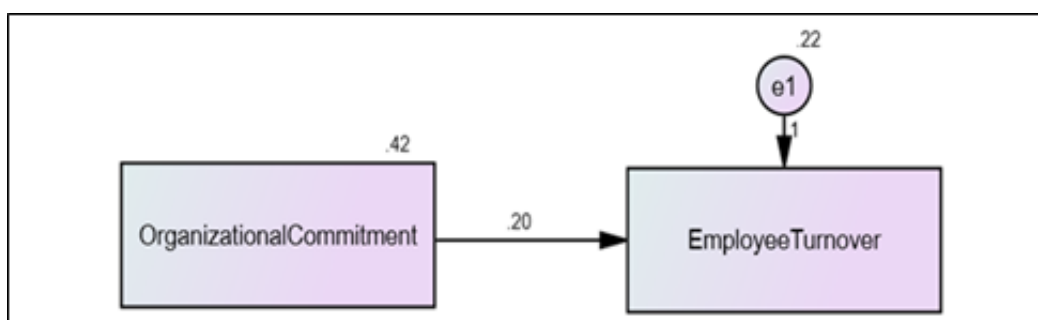


Figure 2. Path Diagram: Commonly Model

This model indicated the direct relationship of the predictor which is the organizational commitment (IV) to the outcome which is the employee turnover (DV). The .42 represents the predictor path, .20 sets the path coefficient weight and 1 represents the outcome path with .22 sets as residual error. This simply implies that organizational commitment (IV) predicts and had a direct impact on employee turnover (DV). And as the relationship of both variables shown we can now proceed in learning the mediating variable of this study.

Table 5.1 Relationship between Organizational Commitment and Employee Turnover

			<u>Estimate</u>	<u>S.E.</u>	<u>C.R.</u>	<u>P</u>	<u>Label</u>
Employee Turnover	<---	Organizational Commitment	.199	.039	5.095	***	

*Significant at 0.05 significance level

In Table 5.1 is shown that there is a significant relationship between employee turnover and organizational commitment. It shows an estimate of .199 which describes the behavior of the population; Standard Error (S.E.) of .039 which means it is closely distributed around the population; Critical Ratio (C.R.) of 5.095 which means that the data is ahead of schedule; and a significant p-value of .000 with less than 0.05 significant level which means variables had significant relationship.

This finding supports Nor M, Nor A, Ahmad, Khalid and Ibrahim's (2017) study which state that retention of a satisfied and committed workforce is essential as they are likely to demonstrate high-organizational efficiency and meet their structured company success criteria. Still, job unhappiness reduces employees' job capacity, decreases organizational engagement, and raises employee intent to leave (Akhtar M, Shabbir, Safdar & Akhtar M, 2017). Also, organizational commitment is considered vital in delivering efficient and effective services and ensuring employee satisfaction (Kulal, Chethana & Bangera, 2018).

Organizational commitment has also been seen as an essential aspect concerning the turnover of employees. As Nadeem, Khan, Imtiaz and Iftikhar (2019); Gigliotti, Vardaman and Marshall (2019); Giorgi, Dubin and Fiz Perez (2016) state, the extent to which employees believe their business values their contributions and is concerned about their well-being might effectively minimize their desire to leave. Also, increased job satisfaction might lessen the chances of attrition inside the workplace (Prasetio, Partono, & Wulansari, 2019; Keng, Nur, Mohamed & Ching, 2019). As a result, employers who have high organizational commitment would retain employees if they were satisfied with their jobs (Ćulibrk J, Delić, Mitrović & Ćulibrk D, 2018).

Now that a direct relationship was established between the predictor and the outcome. We can now proceed to the intervening variable or the mediator.

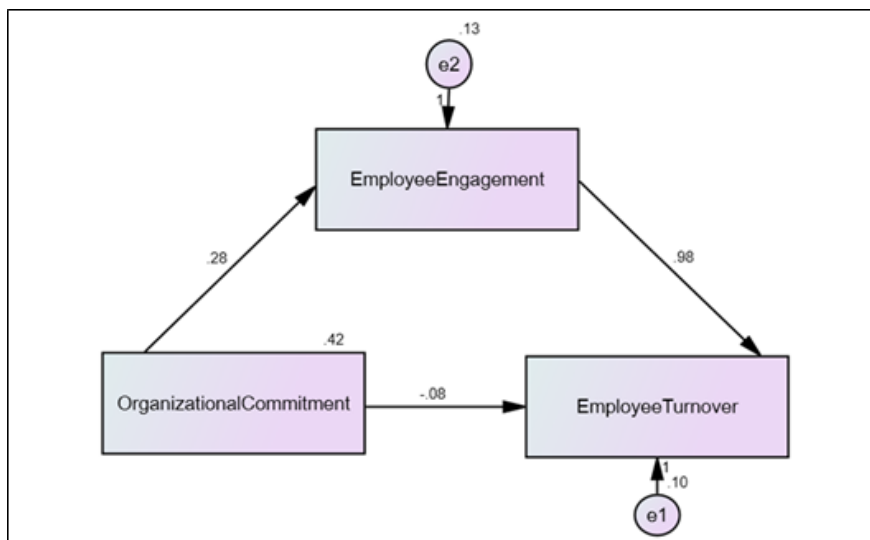


Figure 3. Path Diagram for the Regression

This model had shown the multiple regression analysis on the effect of organizational commitment (IV) on employee turnover (DV) in the presence of the mediator which is employee engagement (MV). The model of multiple regression indicated a partial effect of employee engagement (MV) towards the employee turnover (DV) while controlling for organizational commitment (IV) or vice versa. The .42 displays the predictor’s path, .28 represents the path A which predicts direct relationship of organizational commitment (IV) towards employee engagement (MV), 1 shows the mediator’s path with .13 as residual error, .98 represents the path B which predicts direct relationship of employee engagement (MV) towards employee turnover (DV), 1 shows the employee turnover (DV) path with .10 as residual error and -0.8 shows the c’ prime path.

Table 5.2 Structural Equation Modelling

			<u>Estimate</u>	<u>S.E.</u>	<u>C.R.</u>	<u>P</u>	<u>Label</u>
<u>Employee Engagement</u>	<---	<u>Organizational Commitment</u>	<u>.282</u>	<u>.030</u>	<u>9.351</u>	<u>***</u>	-
<u>Employee Turnover</u>	<---	<u>Organizational Commitment</u>	<u>-.077</u>	<u>.029</u>	<u>-2.683</u>	<u>.007</u>	-
<u>Employee Turnover</u>	<---	<u>Employee Engagement</u>	<u>.979</u>	<u>.045</u>	<u>21.549</u>	<u>***</u>	-

*Significant at 0.05 significance level

PARTIAL MEDIATION

In Table 5.2 are shown various equations that explain the relationship of each variable as presented in Figure 3. Thus, this means that organizational commitment (IV) significantly directly predicts employee engagement (MV); organizational commitment (IV) significantly directly predicts employee turnover (DV), negative estimates means that there’s an inverse relationship between the variables where the first variable will cause decrease to the second variable, negative critical ratio means it is ahead the schedule; employee engagement (MV) significantly directly predicts employee turnover (DV).

Moreover, findings of regression analysis remain significant and that only partial mediation we’re attained, which means that organization commitment is mediated by employee engagement. Also, other components impact directly and indirectly by facets not included in the model.

Further, employee engagement was scrutinized, explored, and analyze as mediating variable between organizational commitment and employee turnover, which resulted in partial mediation. This implies that employee engagement partially mediates the relationship between organizational commitment and employee turnover of government employee of Local Government Unit of Maitum.

Hence, the results support Ahmad (2018) that employees' better evaluation of job content or rather work activities leads to a sense of obligation toward their organization. Also, engaged employees have high contribution to improved organizational performance (Mahmoud, Sitladin, Tehseen, Fuzman, Resiel, Purkayasha & Grigoriou, 2020). Further, Loan (2020) states that employee engagement seems to be the sense or force of an organization that binds employees to stay and be committed within the organization. Some force contains positive labor practices, which include recognition, treatment of leaders, job qualities, or work environment, can provide organizational support. The success of an organization is inextricably linked to the role of its employees because high commitment boosts productivity and quality of work, which in turn helps the business achieve its objectives. Therefore, both parties achieve goals where employees tend to stay loyal, gratified, driven and industrious as part of the company.

CONCLUSIONS AND RECOMMENDATIONS

In this section are presented the following conclusions and recommendations based on the findings of this study. The results revealed a high descriptive level for organizational commitment, employee turnover and

engagement. It also derived a significant relationship between organizational commitment and employee turnover. In the same manner, significant relationship was shown among organizational commitment and employee engagement. Likewise, a significant relationship between employee engagement and turnover exists.

As investigated, it was shown that engagement of employees is deeply related with level of turnover, which indicates that employee engagement impacts turnover. In addition, this study posed that employee engagement significantly and partially mediated the relationship between organizational commitment and turnover among government employees in Maitum, Sarangani. Partially mediated due to the indirect impact of organizational commitment to turnover through engagement of employees aside from the significant and direct impact of organizational commitment towards turnover and engagement of employees. Meaning, adding engagement makes direct effect smaller, as some impact of organizational commitment to turnover is being captured by the employee engagement. Therefore, employee engagement shows partial effect towards employee turnover while controlling for organizational commitment.

This study found that organizational commitment is a factor in employee turnover after conducting an in-depth inquiry and analysis. Furthermore, it discovered that having happy staff members helps businesses to hold on their most important assets, allowing them to continue being productive, driven, engaged, healthy, and contributing to the success of the company. The study's conclusions support the hypotheses and claims made, which state that organizational commitment, employee turnover, and engagement are positively and significantly correlated.

Based on the results and conclusion, appropriate recommendations are also given. Initially, workers could consistently allocate resources towards using hard skills (like management, planning, strategic, and abstract abilities) and soft skills (like creativity, adaptability, decision-making, empathy, and work ethic). Moreover, participating in instruction, workshops, and lectures related to safety, innovative skills training, employee empowerment and resilience, growth and personal development, and psychological and well-being awareness.

Development skills programs upgraded skills of employees as well as their knowledge which makes them vital to the organization. This contributes to Behavioral Learning Theory which suggests that employees with high classical conditioning which means learning through association with co-league likely be engaged, motivated and happy at work; employees with high regard on operant conditioning which means learning through reinforcement such as rewards or recognition likely gained feeling of belongingness at the company, drive to work, empowerment, and retention; and employee with high observational conditioning which means learning through observation at work will likely earn creativity, decisiveness, improvement and competence at work, experience and clear goals aligned to organizations objectives.

Second, provide good and satisfactory working environment which will displays fairness and just on both parties (superior subordinate). Thus, the organization may also proceed and appreciate employee's achievements or output regardless of its value which will increase productivity, loyalty, and motivation at work. This impacts theory of work adjustment (TWA) which suggests that individual's relationship to his or her work environment. The theory focuses on principle where workers contribute professional skills to the equation while environment supplies tasks which means that a given skills equal the stated task work balance is achieved. However, of work balance isn't attained both worker and environment will tend to adjust as necessary until skills and task agree. Therefore, adjustment style to regain equivalence is need such as flexibility, active and reactive alterations, and persistence. Hence, upon achieving work balance, employees will tend to gain satisfaction, security, serenity, selflessness, increase level of supervision and success in achieving goals.

Third, the executives of the company need to develop a strong strategy to reduce staff turnover. This plan should include employee motivation analysis, social and environmental culture, fair and reasonable policies, and mutual respect promotion. Companies could keep using hybrid work arrangements to give workers flexibility, autonomy, and a work-life balance. These maintain employee satisfaction and engagement while

also enhancing the organization's reputation. Additionally, organizations should provide room for growth and offer chances for staff advancement and retention since motivated staff members are more likely to remain with a company and contribute to its success.

Furthermore, organization's human resource management should formulate activities and programs that promotes work-life balance, positive working environment, team building activities, physical and mental health awareness and sessions, competitive salary and perks, strengthen retention program and harmonious relationship between superior and subordinate.

Finally, incorporating more research domains that impact employee commitment, engagement, turnover, retention, motivation, and well-being might be a future research endeavor. In-depth research on the variables influencing employee engagement, motivation, and churn from a variety of organizational fields is also recommended by the advocate.

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-The Researcher

DEDICATION

In times of need, you're always there,
Your support was endless, you always care.
In times of disappointment, you push me through,
Even though I say I give up, you say just pursue!
Now it's almost ending, and the pages are almost complete,
thank you for your support and succor over these past years.
Now, this journey ends, with all my heart
I dedicated this book to you,
Oh! my loving family and friends.

-The Researcher

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