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World Education Leadership Symposium Online Conference (WELSONline)

Initiator und Leiter / Initiator and Organizer:

Prof. Dr. Stephan Gerhard Huber

Veranstalter WELSONline 2020 (seit 2009) / Host WELSONline 2020 (since 2009):

Institut für Bildungsmanagement und Bildungsökonomie (IBB) / Institute for the Management and Economics of Education (IBB)

Pädagogische Hochschule Zug (PH Zug) / University of Teacher Education Zug (PH Zug)

Kooperationspartner / Cooperation Partners:

Schulleitungs- und Lehrerverbände, Ministerien und Behörden sowie weitere Hochschulen und Partner / Association of school leaders and teachers, ministries and authorities as well as further universities and partners



EXAMINING THE WORK ENGAGEMENT, JOB SATISFACTION, AND PERFORMANCE OF FACULTY IN ONE STATE UNIVERSITY IN THE PHILIPPINES

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Presented during the **World Education Leadership Symposium (WELS) 1st Online Conference**
organized by **University of Teacher Education, Zug, Switzerland**

3 September 2020

9:00 PM



With the support of:

Dr. Mario R. Briones

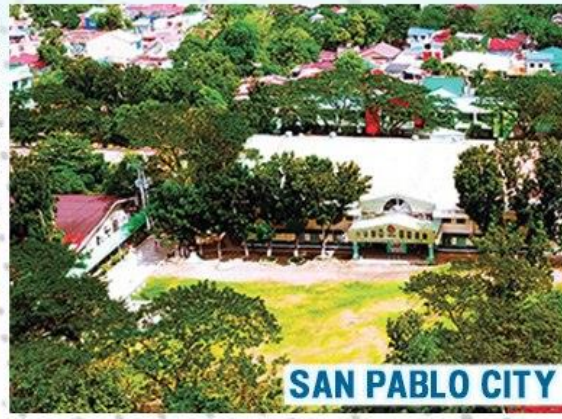
University President

Laguna State Polytechnic University



Laguna State Polytechnic University

Integrity • Professionalism • Innovation



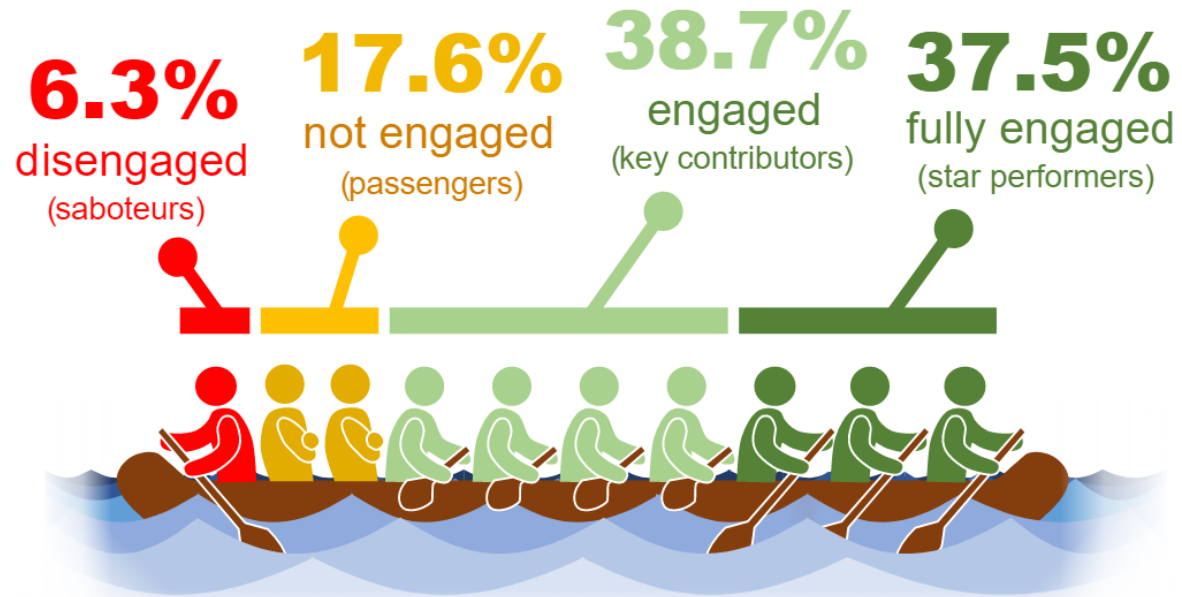


LAGUNA STATE POLYTECHNIC UNIVERSITY

TRANSFORMING KNOWLEDGE TO LIFE



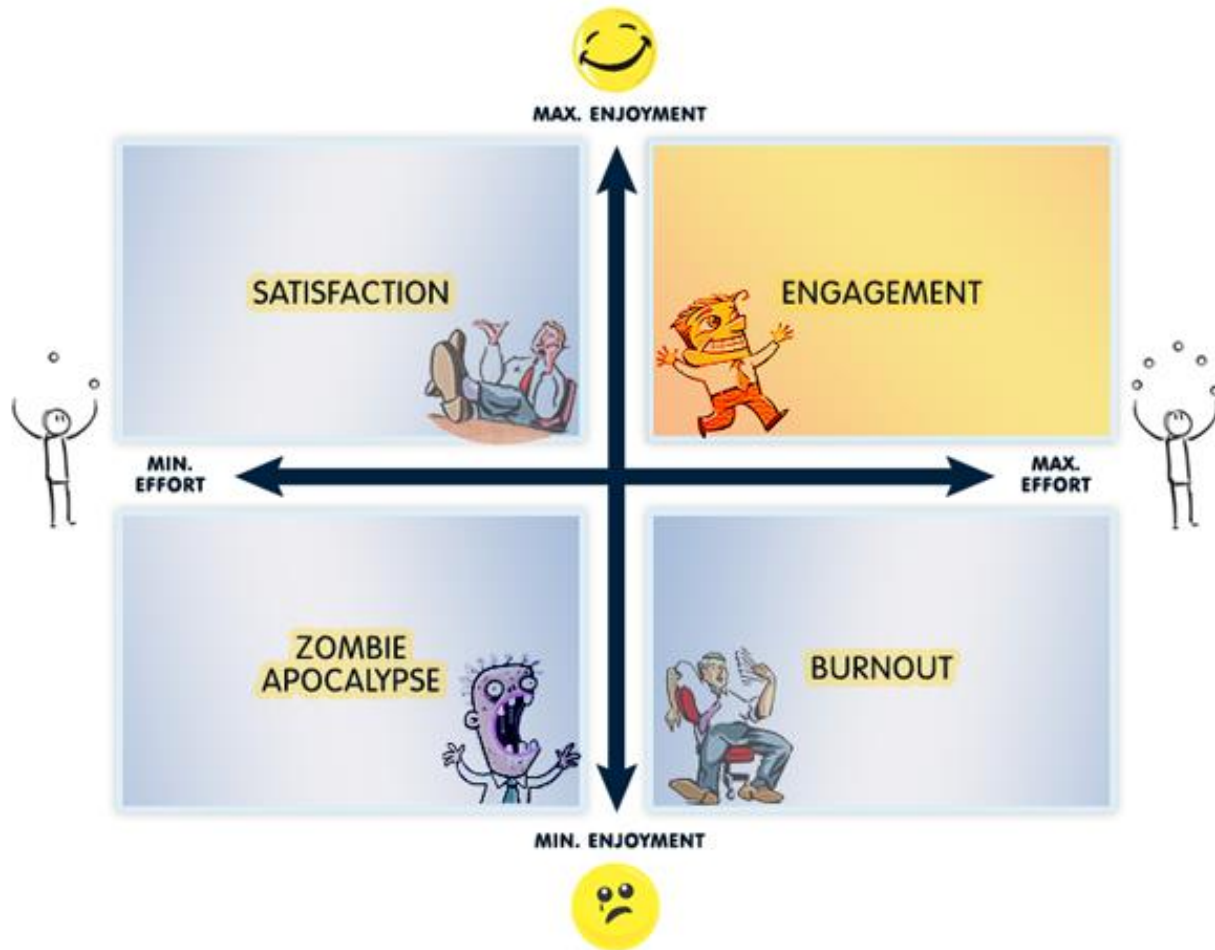
- Established in 1952
- ISO 9001:2015 Certified
- Level I Institutionally Accredited
- 4 Campuses
- 104 Academic Programs
- Accommodating almost 30,000 students
- With **463 Regular Faculty**



The Flow@Work™ Engagement Model

About seven in 10 Filipinos (70%) are engaged in their work, making the Philippines among the most engaged in Asia (Hewitt, 2018)

On Work Engagement



“Engagement is defined as satisfaction with job and commitment to the organization.”

— Centre for Creative Leadership (CCL),
Employee Engagement: Has It Been a Bull
Market?, 2010

Effort – Enjoyment Model of Engagement
(Doug Malouf and Trevor O’Sullivan, 2013)

On Work Engagement

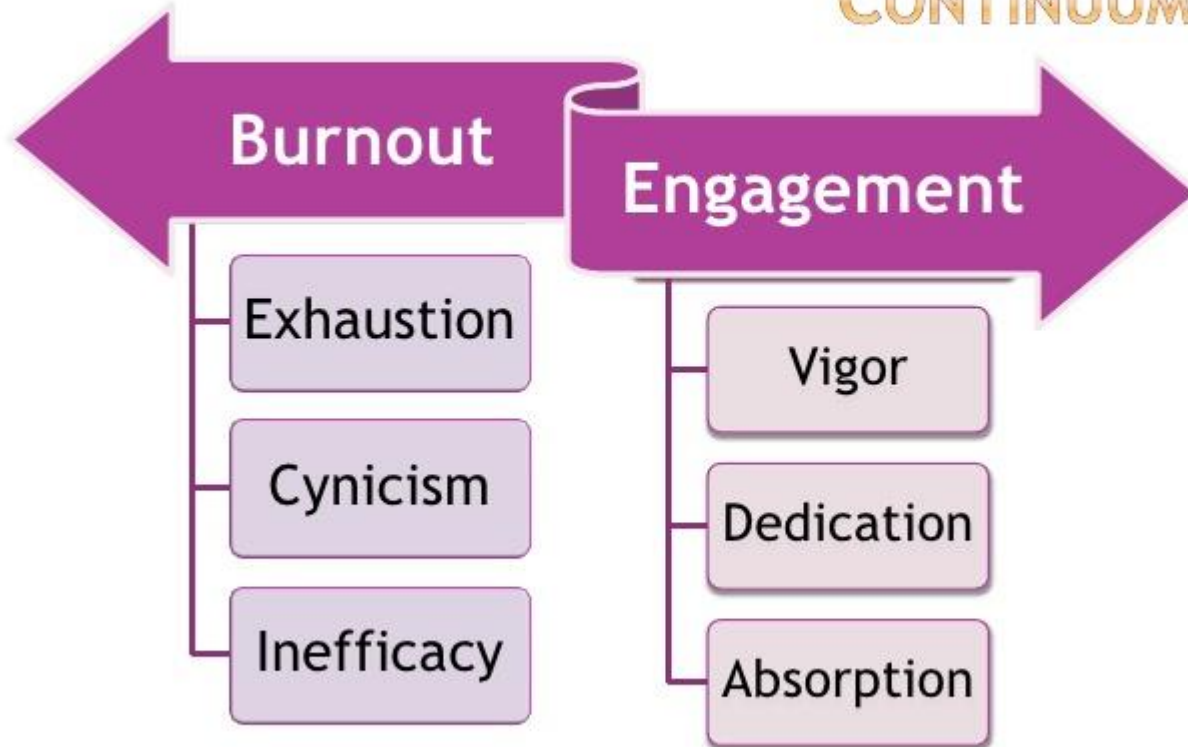


The X Model of Engagement
(Blessing White, 2012)

Engagement is a type of psychological state – one that might be arrived at through the influence of various internal and external factors – featuring strong emotional connection, identification and commitment to one’s work and workplace, which is evident as a result of high levels of discretionary effort and personal satisfaction

On Work Engagement

THE BURNOUT-ENGAGEMENT CONTINUUM



(Maslach, 1982;Schaufeli, Bakker, & Salanova, 2006)

THE BURNOUT-ENGAGEMENT CONTINUUM

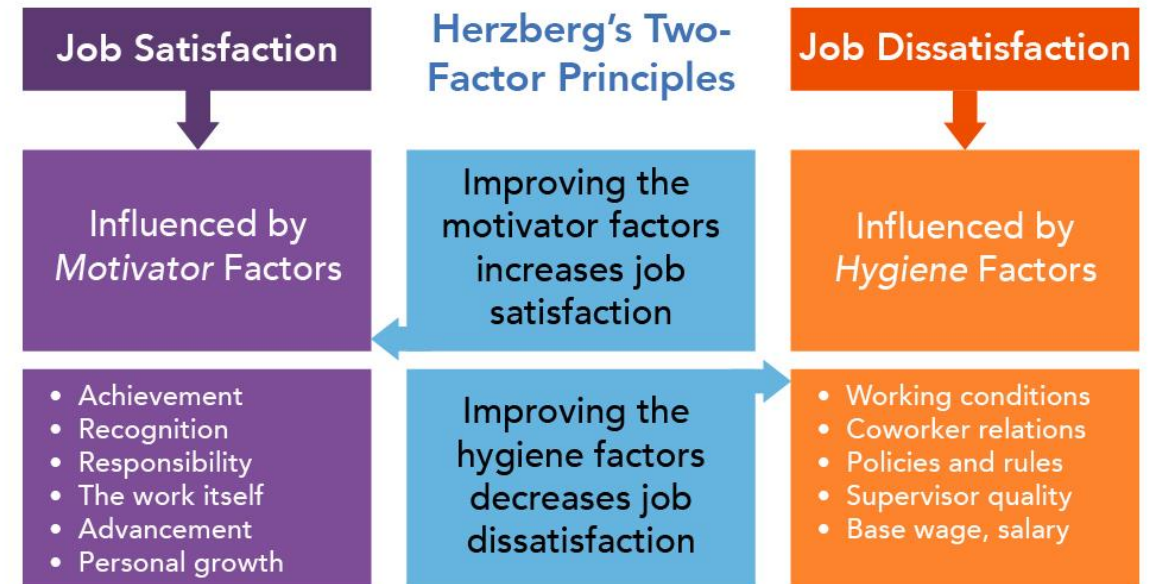


(Schaufeli, Bakker, & Salanova, 2006)

On Job Satisfaction



Maslow's Hierarchy of Needs



Herzberg's Motivator-Hygiene Theory

According to Borman & Motowidlo (1993), job performance consists of two main factors:

- 1. Task performance** describes the core job responsibilities of an employee. It is also called "in-role prescribed behavior" (Koopmans et al. 2011) and is reflected in specific work outcomes and deliverables as well as their quality and quantity.
- 2. Contextual performance** goes beyond formal job responsibilities. Also referred to as "discretionary extra-role behavior" (Koopmans et al. 2011) contextual performance is reflected in activities such as coaching coworkers, strengthening social networks within an organization and going the extra mile for the organization.

-
1. What is the level of work engagement among faculty in terms of
 - a) vigor
 - b) dedication
 - c) absorption
 2. What is the level of job satisfaction among faculty in terms of
 - a) capacity
 - b) culture
 - c) development
 - d) diversity
 - e) excellence and innovation
 - f) health, wellness, and safety
 - g) leadership
 - h) organizational change

-
3. What is the employee's level of self-assessed performance in terms of
 - a) task performance scale
 - b) contextual performance scale
 4. Is there a significant relationship between employee's work engagement and performance?
 5. Is there a significant relationship between an employee's job satisfaction and performance?
 6. Do the faculty members' work engagement and job satisfaction predict their work performance?

Research Design

Quantitative research with descriptive-correlational, particularly explanatory (predictive), as the main method

Context and Participants

Laguna State Polytechnic University; 340 Respondents (73.43%); 215 (63.20%), have ages which range from 21 – 40 years old; 264 (77.60%) are in the Instructor position while 208 (61.20%) faculty members have already obtained their master's degree and doctorate degree, respectively.

**Research
Instrument**

Faculty Work Engagement, Job Satisfaction, and Performance (WEJSP) Scale *(NWT Bureau of Statistics, 2017; SHRM Employee Job Satisfaction and Engagement Survey, 2015; Ang & Rabo, 2018; Deligero & Laguardor, 2014, and Yusoff, Ali, and Khan, 2014)*; **$\alpha = 0.953$**

**Statistical
Tools**

Mean; Standard Deviation; Pearson r; Multiple Linear Regression using the Enter Method

Table 1: Level of Work Engagement of the Respondents in Terms of Vigor

Indicative Statement	Mean	SD	Descriptive Interpretation	Rank
<i>As a faculty member...</i>				
1. At my work, I feel bursting with energy.	3.73	0.87	High	4
2. At my job, I feel strong and vigorous.	3.90	0.88	High	1
3. When I get up in the morning, I feel like going to work.	3.89	0.88	High	2
4. I can continue working for very long periods at a time.	3.56	0.98	High	5
5. At my job, I am very resilient mentally.	3.37	1.03	Average	6
6. At my work, I always persevere, even when things do not go well.	3.78	0.96	High	3
Composite	3.71	0.77	High	

Table 2: Level of Work Engagement of the Respondents in Terms of Dedication

Indicative Statement <i>As a faculty member...</i>	Mean	SD	Descriptive Interpretation	Rank
1. I find the work that I do full of meaning and purpose.	3.54	1.03	High	4
2. I am enthusiastic about my job.	3.61	0.96	High	3
3. My job inspires me.	3.70	0.81	High	1
4. I am proud of the work that I do.	3.65	0.90	High	2
5. To me, my job is challenging.	3.51	0.85	High	5
Composite	3.60	0.65	High	

Table 3: Level of Work Engagement of the Respondents in Terms of Absorption

Indicative Statement <i>As a faculty member...</i>	Mean	SD	Descriptive Interpretation	Rank
1. Time flies when I'm working.	3.57	0.87	High	1
2. When I am working, I forget everything else around me	3.49	0.85	Average	2.5
3. I feel happy when I am working intensely.	3.40	0.94	Average	4
4. I am immersed in my work.	3.28	0.84	Average	5
5. I get carried away when I'm working.	3.49	0.93	Average	2.5
6. It is difficult to detach myself from my job	3.19	0.94	Average	6
Composite	3.40	0.74	Average	

Table 4: Level of Job Satisfaction of the Respondents in Terms of Capacity

Indicative Statement	Mean	SD	Descriptive Interpretation	Rank
<i>As a faculty member...</i>				
1. I have support at work to provide a high level of service.	3.34	0.96	Average	5
2. My job is a good fit for my skills and interests.	3.49	0.83	Average	2
3. I am satisfied with my workload.	3.44	0.89	Average	3
4. I have access to information and data that I need in order to do my job effectively and efficiently.	3.36	0.76	Average	4
5. I have access to clear processes in order to do my job effectively and efficiently.	3.63	0.88	High	1
Composite	3.45	0.57	Average	

Table 5: Level of Job Satisfaction of the Respondents in Terms of Culture

Indicative Statement <i>As a faculty member...</i>	Mean	SD	Descriptive Interpretation	Rank
1. I have positive working relationships with my co-workers.	3.91	0.85	High	1
2. I have support at work to balance my work and personal life.	3.49	0.86	Average	4
3. I have opportunities to provide input into decisions that affect my work.	3.63	0.86	High	2
4. I receive meaningful recognition for work well done.	3.55	0.88	High	3
5. I am treated respectfully at work.	3.33	0.93	Average	6
6. Commitment to quality is a high priority at LSPU.	3.29	0.92	Average	7
7. Overall, I feel valued as an LSPU employee.	3.46	0.90	High	5
Composite	3.52	0.64	High	

Table 6: Level of Job Satisfaction of the Respondents in Terms of Development

Indicative Statement	Mean	SD	Descriptive Interpretation	Rank
<i>As a faculty member...</i>				
1. My organization supports my work-related learning and development.	3.19	0.91	Average	4
2. I have opportunities for career growth at LSPU.	3.28	0.93	Average	3
3. I am satisfied with the way my career is progressing at LSPU.	3.50	0.81	High	1
4. LSPU has adequate reward programs in place to help celebrate and acknowledge individual and team efforts.	3.43	0.81	Average	2
Composite	3.35	0.74	Average	

Table 7: Level of Job Satisfaction of the Respondents in Terms of Diversity

Indicative Statement	Mean	SD	Descriptive Interpretation	Rank
<i>As a faculty member...</i>				
1. I feel that LSPU promotes an inclusive public service where the staff is treated equitably and promote cross-cultural awareness opportunities for employees.	3.44	0.86	Average	2
2. LSPU provides adequate sensitivity training with regard to people with disabilities in the workplace.	3.50	0.90	High	1
Composite	3.47	0.79	Average	

Table 8: Level of Job Satisfaction of the Respondents in Terms of Excellence and Innovation

Indicative Statement <i>As a faculty member...</i>	Mean	SD	Descriptive Interpretation	Rank
1. Innovation is valued in my work.	3.41	0.87	Average	1
2. Overall, people at LSPU strive to improve their results.	3.26	0.96	Average	3
3. My job gives me the chance to do challenging and interesting work.	3.22	0.91	Average	4
4. I am inspired to give my very best.	3.33	1.01	Average	2
5. I would recommend LSPU as a great place to work.	3.08	1.04	Average	6
6. I would prefer to stay with LSPU even if offered a similar job elsewhere.	3.12	0.97	Average	5
Composite	3.24	0.80	Average	

Table 9: Level of Job Satisfaction of the Respondents in Terms of Health, Wellness, and Safety

Indicative Statement <i>As a faculty member...</i>	Mean	SD	Descriptive Interpretation	Rank
1. I am satisfied with my physical workplace conditions.	3.44	0.82	Average	2
2. I am satisfied with the health and wellness programs that are available to me as an LSPU employee.	3.34	0.84	Average	3
3. I am satisfied with the safety measures that are in place on the Campus.	3.49	0.89	Average	1
Composite	3.42	0.58	Average	

Table 10: Level of Job Satisfaction of the Respondents in Terms of Leadership

Indicative Statement <i>As a faculty member...</i>	Mean	SD	Descriptive Interpretation	Rank
1. I am satisfied with the quality of supervision I receive.	3.65	0.87	High	1
2. I have confidence in the senior leadership of my department.	3.57	0.82	High	2
3. Essential information flows effectively from senior leadership to staff.	3.55	0.94	High	3
4. I know how my work contributes to the achievement of my department's goals.	3.53	0.89	High	4
Composite	3.58	0.72	High	

Table 11: Level of Job Satisfaction of the Respondents in Terms of Organizational Change

Indicative Statement	Mean	SD	Descriptive Interpretation	Rank
<i>As a faculty member...</i>				
1. When organizational change occurs, I am satisfied with how the changes are communicated.	4.80	0.95	Very High	1
2. When organizational changes occur, I am satisfied that I receive the training and support that I need.	4.76	0.98	Very High	2
Composite	4.78	0.89	Very High	

Table 12: Level of Work Performance of the Respondents in Terms of Task Performance Scale

Indicative Statement <i>As a faculty member...</i>	Mean	SD	Descriptive Interpretation	Rank
1. I managed to plan my work so that it was done on time.	3.18	0.97	Average	6
2. My planning was the best.	3.42	0.81	Average	4
3. I kept in mind the results that I had to achieve in my work.	3.33	0.85	Average	5
4. I was able to separate the main issues from side issues at work.	3.57	0.90	High	2
5. I knew how to set the right priorities.	3.60	0.91	High	1
6. I was able to perform my work well with minimal time and effort.	3.53	0.88	High	3
Composite	3.30	1.03	Average	

Table 13: Level of Work Performance of the Respondents in Terms of Contextual Performance Scale

Indicative Statement	Mean	SD	Descriptive Interpretation	Rank
<i>As a faculty member...</i>				
1. I took on extra responsibilities.	3.36	0.94	Average	7
2. I started new tasks myself when my old ones were finished.	3.42	0.95	Average	6
3. I took on challenging work tasks, when available.	3.09	1.01	Average	9
4. I worked at keeping my job knowledge and skills up-to-date.	3.19	0.98	Average	8
5. I came up with creative solutions to new problems.	3.46	0.85	Average	4
6. I kept looking for new challenges in my job.	3.40	0.88	Average	5
7. I did more than was expected of me.	3.55	0.86	High	2
8. I actively participated in work meetings.	3.51	0.87	High	3
9. I actively looked for ways to improve my performance at work.	3.60	0.81	High	1
Composite	3.40	0.60	Average	

Table 14. Respondent's Level of Work Engagement

Work Engagement	Composite Mean	Level
Vigor	3.71	High
Dedication	3.60	High
Absorption	3.40	Average

Table 15. Respondent's Level of Job Satisfaction

Job Satisfaction	Composite Mean	Level
Capacity	3.45	Average
Culture	3.52	High
Development	3.35	Average
Diversity	3.47	Average
Excellence and Innovation	3.24	Average
Health, Wellness, and Safety	3.42	Average
Leadership	3.58	High
Organizational Change	4.78	Very High

Table 16. Respondent's Level of Work Performance

Work Performance	Composite Mean	Level
Task Performance	3.30	Average
Contextual Performance	3.40	Average

Table 17. Correlation between variables

Variables	r-value	Strength of Association
Work Engagement and Work Performance	.631**	Moderate
Job Satisfaction and Work Performance	.712**	Strong

** $p < .01$

Table 18. Prediction of Work Engagement and Job Satisfaction on Work Performance

Model	Predictors	B	β	t-value
1	(Constant)	2.020		7.743**
	Work engagement	.264	.641	1.192**
	Job satisfaction	.332	.711	2.744**

Adj R² = .631; F(2, 337) = 5.821; p < .001

Therefore, it can be justified that work engagement and job satisfaction significantly explain work performance. Furthermore, if Model 1 in Table 18 is to be considered, the teacher work performance can be predicted using this regression equation:

$$WP = 2.02 + .264WE + .332JS$$

where WP = Work Performance, WE = Work Engagement and JS = Job Satisfaction.

-
- Hence, the faculty may capitalize on their work engagement and job satisfaction since they are the best predictors of their performance.
 - The school leaders need to be flexible and very creative in establishing policies and practices to meet the requirements of the teaching force in migrating to the new normal.



Laguna State Polytechnic University

INITIATIVES AGAINST COVID-19

1 PROTOTYPING AND DEVELOPMENT OF BIOLOGICAL CONTROL EQUIPMENT FOR FRONT LINE PERSONNEL PROTECTION

Outputs:
10 prototype ventilation valves,
400 gown suits,
40 aerosol boxes, 400 face shields



Recipients:
frontline personnels for COVID-19

Proponents:
DOST-CALABARZON, LSPU-IDD Lab

2 PRODUCTION AND DISTRIBUTION OF HAZARDOUS MATERIALS SUITS AND FACE MASKS

Outputs:
1000 pieces of washable facemasks, 400 pieces of PPE suits



Recipients:
medical centers and frontliners in the province of Laguna

Proponents:
Gender and Development (GAD) Extension and Training Services (ETS), Faculty Regent

3 DISTRIBUTION OF UNIVERSITY AGRICULTURAL PRODUCTS

Outputs:
10,000 bottles of calamansi and dalandan concentrates, 2 live chicken, 13.3 kg of dressed chicken, 18 bags of mushroom cotton, harvested green produce



Recipients:
selected hospitals and baranggay halls in Laguna

Proponents:
LSPU administrative officials, Business Affairs Office (BAO), ETS, Director, OAD, College of Agriculture (CA)

4 INVOLVEMENT IN HEALTH FACILITIES AND IN E-INFORMATION DRIVE

Outputs:
700 pcs of facial masks, 22 pcs of face shield, 15 boxes of disinfectant, 10 bottles of disinfectants, e-campaign drive



Recipients:
health care providers of Laguna Medical Center and Rural Health Units in Sta. Cruz, Laguna and San Pablo City District Hospital, selected frontliners personnel in Sta. Cruz, Pasig and Cavinti, Laguna

Proponents:
College of Nursing and Allied Health

5 MONITORING, ASSISTANCE, AND SEND OFF OF STRANDED STUDENTS

Outputs:
food packs, hygiene kits



Recipients:
stranded students across all campuses

Proponents:
LSPU administrative officials, Office of Student Affairs and Services (OSAS), GAD, ETS

6 CARE FOR SKELETAL LSPU WORKFORCE

Outputs:
food packs



Recipients:
All skeletal workforce employees across all campuses

Proponents:
LSPU administrative Officials, GAD, ETS

7 FORMULATION OF COCOHOL (LAMBANOG ALCOHOL)

Outputs:
1000 liters

Recipients:
health and checkpoint frontliners

Proponents:
Christian Paul Dela Cruz, President Mario R. Briones, Dr. Chester Alexis C. Buama

Status:
waiting for DOST certification



Laguna State Polytechnic University

INITIATIVES AGAINST COVID-19

8 UNIVERSITY-WIDE DISINFECTION

Outputs:
disinfection of offices, classrooms, and other facilities



Recipients:
all campuses

Proponents:
LSPU administrative Officials, PPSD

9 SECOND BATCH: DISTRIBUTION OF PPE AND FACE MASKS

Outputs:
washable facemasks, PPE suits



Recipients:
baranggay halls, medical facilities and hospitals in San Pablo City

Proponents:
GAD, ETS, OFA, LSPU Administration, BAO, DOST

10 DELIVERY OF BOXES OF BREAD FOR THE FRONTLINERS OF THE MUNICIPALITY OF LIWU

Outputs:
3 boxes of bread (150 pcs of bread per box)



Recipients:
frontliners of Liwú, Laguna

Proponents:
Office of the University President, Business Affairs Office Sta. Cruz Campus

11 TRANSPORTATION OF LSPU SKELETAL WORK FORCE AND STRICT PROTOCOL ON OFFICIAL VISIT TO THE UNIVERSITY

Description:
The University provides the transportation (back and forth) of the LSPU skeletal workforce.



The University also adheres to the strict protocol on social distancing and disinfection upon entering and exiting the campus, especially by the job order and contractual employees when receiving their salaries during the period of EQQ.

12 ONLINE AWARENESS DRIVE THROUGH OFFICIAL UNIVERSITY FACEBOOK FRAME

Description:
The College of Arts and Sciences (CAS) initiated the strengthening of awareness on the prevention of the pandemic through the promotion of the official university-wide Facebook frame with the statement: #StayHomeSaveLives.



Laguna State Polytechnic University



Initiatives Against COVID-19

PRODUCTION OF FACESHIELDS AND PROTOTYPING OF VENTILATOR VALVES

The DOST-LSPU Ideation Design and Development (IDD) Laboratory targets to prototype 10 ventilator valves and produce 400 gown suits, 40 aerosol boxes & 400 face shields.



PRODUCTION OF HAZARDOUS MATERIALS SUITS AND FACE MASKS

Offices of Gender and Development (GAD), Extension and Training Services (ETS) and the Office of the Faculty Regent (OFR) directed the production of 400 Personnel Protective Equipment (PPE) Hazardous Materials (Hazmat) suits and 1000 washable cloth face mask and 400 pcs PPE Suits distributed to the Medical Centers and Frontliners in the Province of Laguna



DISTRIBUTION OF UNIVERSITY AGRICULTURAL PRODUCTS

The University College of Agriculture (CA) gathered all available green produce and products such as 10,000 bottles of calamansi and dalandan concentrates and distributed them to health facilities such as in San Pablo City, Laguna and different checkpoints in the province of Laguna.



MONITORING, ASSISTANCE AND BRINGING HOME OF STRANDED STUDENTS

The Office of the Vice Presidents for Administration and Academic Affairs and the Office of Student Affairs and Services traced all stranded students to monitor their status and provide them with supplies. Some stranded students were also brought home.



CARE FOR LSPU SKELETAL WORKFORCE

LSPU's Administrative Officials, Gender and Development (GAD) Director, Extension and Training Services (ETS) Director donated and distributed food packs to all skeletal workforce employees across all campuses.



INVOLVEMENT IN HEALTH FACILITIES AND IN E-INFORMATION DRIVE

College of Nursing and Allied Health (CONAH) students, faculty and staff rendered their expertise to health institutions and launched an e-information awareness campaign.



COCOHOL (LAMBANOG ALCOHOL FORMULATION)

Formulation of 1000 liters of Cocohol (awaiting for DOST Certification) through the efforts of Prof. Christian Paul Dela Cruz (Project Leader), Dr. Mario R. Briones (University President/Co-Project Leader) and Dr. Chester Alexis C. Buama (Faculty Regent/Lead Logistics) and to be distributed to different LGUs, Medical Centers, and Frontliners in the Province of Laguna



Republic of the Philippines
Laguna State Polytechnic University
Province of Laguna

OVPAA

Office of the Vice President for Academic Affairs

CIDQA

Office of Curriculum and Instruction Development
and Quality Assurance

A five-day webinar-workshop

LSPU MIGRATING TO THE NEW NORMAL

3C's (Customization, Capacitation, Capitalization)
of Knowledge, Self-Efficacy, and Practices (KSP)
among Faculty in Flexible Learning

July 6-10, 2020
8:00-10:00AM

Resource Speaker:

Prof. Niño D. Naldoza

Director, Institute of Knowledge Management
Philippine Normal University



Dr. Mario R. Briones

University President
Laguna State Polytechnic University



Phase 1



LSPU Migrating to the New Normal Webinar-Workshop: Phase 2

Phase 2

Development of Self-Paced Learning Module (SLM)

Resource Speaker:

Prof. Niño D. Naldoza


Director, Institute of Knowledge Management
Philippine Normal University



via Google Meet | July 27-28, 2020 | 8:00-10:00AM



LSPU Learning Continuity Roadmap



**LSPU PRIMER ON FACILITATING
FLEXIBLE LEARNING:** *Migrating to the
NEW NORMAL*

**A LEARNING CONTINUITY PLAN FOR
ACADEMIC YEAR 2020-2021**

Office Proponents:

Office of the University President

Office of the Vice President for Academic Affairs

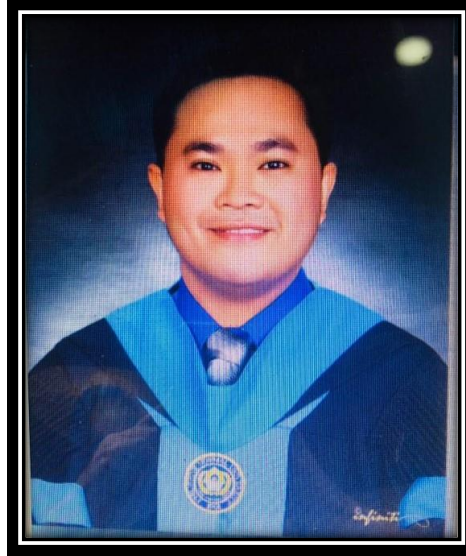
Office of the Curriculum and Instruction Development and Quality Assurance

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THANK YOU!