

Organizational Citizenship, Engagement, Commitment, and Performance of Healthcare personnel

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Abstract- This study determined the relationships of organizational citizenship, engagement, commitment, and performance in private hospitals in General Santos City, including their significant effects. A descriptive survey and a correlational design were used using a quantitative approach. Two hundred sixty-eight individuals (268) individuals completed a questionnaire that was used to collect the data. To support the discussion of the study's findings as part of the qualitative data, key informant interviews were undertaken. Frequency, percentage, weighted mean, spearman correlation, and multiple linear regression analysis were undertaken to examine the data collected. The study findings revealed all indicators of Organizational Citizenship, Engagement, and Commitment are highly extensive. In addition, there is a low positive correlation between organizational citizenship and employee performance (Ho1). Employee performance and engagement have a mediocrely favorable association (Ho2). Employee performance and commitment have a strong positive association (Ho3). When loaded altogether, all three (3) independent variables significantly affect employee performance (Ho4). The study recommends that private hospitals in General Santos City may come up with a dynamic compensation philosophy, career development programs, and learning culture, as well as policy revision, exclusively for the hospitals. The private hospitals in General Santos City are advised to implement the management development program that was created based on the study's findings.

Index Terms- Organizational Citizenship, Employee Engagement, Employee Commitment and Performance, General Santos City, Philippines

I. INTRODUCTION

The Global Covid 19 pandemic was declared on March 2020, putting frontline healthcare professionals at high risk. Healthcare businesses developed stringent safety standards, reorganized employee roles, increased working hours, moved training and development online, and engaged in significant recruitment to solve this. This greatly impacted the quantity and quality of work and employee work behaviors. Organizational citizenship behaviors are one of the factors that can develop corporate culture, but its role is not well established.

The Society of Human Resource Management (2020) reports that 90% of hospital executives believe there will be a shortage of specialists, nurses, and healthcare staff in the next ten years. To address this, healthcare recruiters are making changes such as raising pay, flexible schedules, and retraining. According to Cusso and Iglesias (2021), improving staff engagement may be a valuable strategy for improving patient safety. To prove causation and clarify the nature of the connection between staff engagement and patient safety, more study is required. In addition, the affective commitment of healthcare employees was found to be strong by Eliyana (2019), whilst perceptions of other organizational commitment were found to be modest. According to stressors impacting healthcare performance, compared to 49.1% of paramedical individuals, 57.4% of medical participants reported moderate psychological stress levels. There was a strong correlation between psychological stressor levels and an appropriate degree of knowledge and competence among the participants in medicine.

In the National setting, the shortage of healthcare professionals in the Philippines is a result of migration, fewer graduates, and a lack of hospital beds and facilities. A study conducted in National Capital Region hospitals revealed that healthcare workers felt challenged by work overload and taking on additional responsibilities. Additionally, healthcare organizations need help implementing technology, leading to personnel suffering. Twenty-three percent (23%) of healthcare professionals felt they needed more access to technology, hindering their performance and delivery.

HR departments across hospitals and infirmaries strive to optimize healthcare personnel performance and services. HR teams and leaders are finding ways to address challenges such as clinical reskilling, reallocating human capital, and overcoming racial barriers.

Salgado (2020) suggests that these pressure conditions can affect healthcare workers' professional performance and quality of care. Human resource managers are developing innovative ways to engage employees more healthily.

The President of South Cotabato, Sarangani, and General Santos City (Socsargen) of Internal Medicine released a statement about the current status of healthcare personnel performance, which is affected by a lack of resources and staff, isolation, and multitasking. Hospitals and medical centers are implementing new people programs to ensure engagement and commitment. Still, some employees are hesitant to update their skills due to age, security of tenure, anxiety, and stress. Likely, according to hospital managers, some staff needed to perform their work to the standard, and some needed to abide by company policies, rules, or regulations. It requires a transparent staff performance management system to help these medical enterprises become more competitive. To build a management development program that can enhance the organization's overall patient care performance and services, this study presents the breadth of organizational citizenship, engagement, and commitment of the healthcare workers at all private hospitals in General Santos City. It also analyzes how these variables may affect employee performance.

This study examines the extent of dimensions of organizational citizenship, engagement, and commitment of the health care workers of all private hospitals in General Santos City and how these variables may affect employee performance as the bases of a management development program that can improve the overall patient care performance and services of the organization.

II. OBJECTIVES

Research Objectives

To make recommendations for a development program, The study's main objective was to evaluate employee performance and its link to organizational citizenship, engagement, and commitment among healthcare professionals employed by private hospitals in General Santos City, the Philippines. Along with this, the study also aims to: (1) Identify the extent of organizational citizenship, engagement, commitment, and performance and its indicators (2) determine the relationship between organizational citizenship, engagement, commitment, and employee performance (3) to determine the effects between organizational citizenship, engagement, commitment, and employee performance.

III. METHODOLOGY

Research Design

Both correlational research and the descriptive survey approach were employed in the study's execution. This study used a quantitative approach backed up by qualitative data to provide depth in the treatment of the variables. A survey questionnaire was the quantitative instrument, while interviews were used for the qualitative component.

Research Respondents

This study surveyed 268 (managers, supervisors, and employees) of private hospitals in General Santos City. The number of respondents was determined based on convenience sampling. Six key informant interviews were made to identify and explore how respondents think about organizational citizenship, engagement, commitment, and performance of the organization. The respondents were healthcare personnel from private hospitals handling positions such as Finance Head, Nurse, Pharmacist, HR Staff, Doctor, and Billing in charge. These six key informant interviews can provide insight into the nature of problems and recommendations for solutions.

Research Site

South Cotabato's General Santos City is a heavily urbanized area with 26 barangays and 594,000 residents. The study was conducted among Level 1, 2, and 3 private hospitals located in General Santos City, namely St. Elizabeth Hospital, General Santos Doctors Hospital Inc., Gensan Medical Center, Mindanao Medical Center Inc., Socsargen County Hospital, Labella Hospital, Auguis Clinic and Hospital, R.O Diagan Cooperative Hospital, and Sarangani Bay Specialist Medical Center. The private hospitals were chosen to ensure homogenous data gathered for analysis and as there are pieces of literature that increased performance, engagement, and commitment can positively affect company profits and faster return of investments.

Instrumentation

This study used a Survey Questionnaire (SQ) and Key Informant Interview (KII) to gather data from healthcare personnel in private hospitals in General Santos City.

The survey questionnaire included five sub-variables of organizational citizenship: civic virtue, altruism, sportsmanship, conscientiousness, and courtesy. The employee engagement questionnaire was adopted from the study of Juessa (2019) and was determined using eight parameters. The employee commitment questions were focused on three dimensions such as affective, normative, and continuance. The dependent variable of the study was employee performance, which had three factors such as task performance, adaptive performance, and contextual performance. An exploratory factor analysis was made by Pradhan and Jena (2017) that explored the areas of employee performance.

A Key Informant Interview (KII) was used for the qualitative part of the study, consisting of questions focusing on organizational citizenship, engagement, commitment, and employee performance. The interview was transcribed as excerpts in general translation, meaning participants of the KII statements were lexically and orthographically translated.

The instrument was pilot-tested to obtain feedback on the quality of the tools OCQ, EQ, CQ, and EPQ. The panel members made suggestions and comments to receive feedback on the quality of the instruments. Copies of the questionnaire were given to a small random sample of one of the hospitals in Malungon Sarangani Province to check the quality of the tool.

The test findings' data were statistically processed using Cronbach's Alpha to assess internal consistency and the degree to which a collection of items was related to one another. The reliability of the survey was examined using SPSS. The analysis revealed that the organizational citizenship alpha coefficient for each of the five indicators was, respectively, 0.89, 0.73, 0.81, 0.88, and 0.90. The three indicators' alpha coefficients for engagement were: affective (.88), continuance (.78), normative (.90), task performance (.79), adaptive performance (.81), and contextual performance (.87). The overall alpha coefficient for the 105 items was .97, indicating that all of the items have a pretty high level of internal consistency.

Box 1

Data Interpretation on the Extent of Organizational Citizenship, Engagement, Commitment and Performance

Scale	Range	Description	Interpretation
5	4.21 – 5.00	Very Highly Extensive	This indicated that the extent of organizational citizenship, engagement, commitment and performance is 81% to 100%.
4	3.41 – 4.20	Highly Extensive	This indicated that the extent of organizational citizenship, engagement, commitment and performance is 61% to 80%.
3	2.61 – 3.40	Extensive	This indicated that the extent of organizational citizenship, engagement, commitment and performance is 41% to 60%.
2	1.81 – 2.60	Moderately Extensive	This indicated that the extent of organizational citizenship, engagement, commitment and performance is 21% to 40%.
1	1.00 – 1.80	Low Extensive	This indicated that the extent of organizational citizenship, engagement, commitment and performance is 0% to 20%.

The scoring guide on Box 1 was used to measure the extent of Organizational Citizenship, Engagement, Commitment, and Employee performance. A Key Informant Interview was conducted to substantiate the data gathered. Participants were asked about the extent of organizational citizenship, engagement, commitment, and employee performance.

Data Gathering procedure

The researcher wrote a letter to the HR department of the identified private hospitals in General Santos City requesting permission to administer a survey questionnaire and allow one of their employees to participate in the Key informant Interview (KII). The six factors considered were voluntary participation, informed consent, anonymity, confidentiality, and harm-causing potential means. Participants were assured of their moral and legal rights and observed ethics protocol. The study studied stress to ensure that all risks of harm were handled and the findings were free of plagiarism or research misconduct.

Data Analysis

The researcher employed various techniques to interpret the data, such as mean, descriptive statistics, Pearson R correlation, and multilinear regression. Employee performance and organizational citizenship, engagement, and commitment were examined using Pearson R correlation, and employee performance and organizational citizenship, engagement, and commitment were examined using multilinear regression.

IV. RESULTS AND DISCUSSION

Organizational Citizenship

The extent of organizational citizenship of health care personnel of private hospitals in General Santos City was measured using five indicators: civic virtues, altruism, sportsmanship, conscientiousness, and courtesy, as shown in Table 1.

Table 1. Extent of Organizational Citizenship

Parameters	Mean Value	Description
Altruism	4.49	Very Highly Extensive
Sportsmanship	3.79	Highly Extensive
Conscientiousness	3.84	Highly Extensive
Civic Virtues	4.07	Highly Extensive
Courtesy	4.47	Very Highly Extensive
Grand Mean	4.13	Highly Extensive

Legends: 4.21-5.00 Very Highly Extensive
 3.41-4.20 Highly Extensive
 2.61-3.40 Extensive
 1.81-2.60 Moderately Extensive
 1.00-1.80 Low Extensive

n=268

The statistical mean for altruism is 4.49, which indicates that healthcare personnel in General Santos City are willing to assist other organization members with their tasks. Sportsmanship is 3.79, which suggests that employees are eager to put up with the inevitable inconveniences and demands of work. Conscientiousness has a statistical mean value of 3.84, which indicates that healthcare workers in private hospitals in General Santos City handled their discretionary behavior well.

The statistical mean value for civic virtues is 4.08, meaning they were blatantly present inside the organization. Participants demonstrated how effectively they represent their company, such as praising it to friends, family, and acquaintances and giving it their best even when not working. Participants also experience strong co-worker relationships and a sense of community.

The mean value of courtesy is 4.47, which is considered "very extensive" and means that interpersonal conflict prevention is effectively managed. "Highly extensive" organizational citizenship is defined as having a mean value of 4.13 among healthcare professionals working in General Santos City's private hospitals. According to Organ's research, these typical actions will result in efficacy when they are used in a group situation.

Tinti and Costa (2017) looked into how organizational citizenship behaviors (OCB) were affected by human resources policies and practices (PPHR). According to the research, HR practices greatly influence how voluntary behaviors that demonstrate company citizenship appear. These results are analogous to research that has been done and discoveries made in Taiwan, China, and England. Undoubtedly, HR policies have an impact on an employee's OCB actions.

Employee Engagement

This section summarizes the extent of employee engagement in terms of job control, availability of tools and resources, recognition of performance, fair work rewards, recognition of ideas and suggestions, importance to individual needs, company image in the industry sector, and company image in the community.

Results for each employee engagement indicator are shown in Table 2, with the highest mean of 4.34, indicating that employees have a great deal of influence over their jobs.

Table 2. Extent of Employee Engagement

Parameters	Mean Value	Description
1. Control Over the Job	4.34	Very Highly Extensive
2. Availability of Tools and Resources	4.11	Highly Extensive
3. Recognition of Performance	3.90	Highly Extensive
4. Provision for Fair Rewards for Work	3.86	Highly Extensive
5. Recognition of Ideas and Suggestions	3.92	Highly Extensive
6. Importance to the Individual Needs	3.82	Highly Extensive
7. Image of the Company in the Industry sector	3.92	Highly Extensive
8. Image of the Company in the Community	3.93	Highly Extensive
Grand Mean	3.98	Highly Extensive

The availability of tools and resources is indicated by a weighted mean of 4.11, which denotes "highly extensive ."Employee engagement in terms of recognition of performance is described by a mean of 3.90, which insinuates that the said indicator is highly evident in the organization's practices and culture. The KII participants confirmed that receiving workplace praise uplifts individuals, gives them a sense of accomplishment, and helps them feel appreciated for their work. They also confirmed that a simple incentive and encouraging actions pique their attention and motivation. It has been discovered that retention rates rise when productivity and loyalty to the firm are boosted. It also increases each employee's degree of dedication.

The provision for fair compensation for work has a mean level rating of 3.86, which is considered to be "highly extensive." A mean value of 3.92 indicates a "highly extensive" identification of ideas and proposals. The attention to individual needs has a mean score of 3.83, which suggests that hospitals are prioritizing the needs of each medical staff member.

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The company's industrial sector image has a mean rating of 3.92, which suggests that it influences how the employees see the business. The company's reputation in the community has a mean value of 3.93, indicating a "highly extensive" indicator that will have a significant impact on how engaged employees are with their jobs and the business. Employee engagement overall has a mean value of 3.98, considered "highly extensive." Work engagement is defined as employees' energy, satisfaction, involvement, and efficacy. Failure to develop an organization with highly engaged personnel would prevent the company's strategic mission from being carried out.

A measure of how people interact at work and feel committed to the organization's goals, according to Taylor and Dawsey's (2012) theories. When someone is intensely involved in anything, they are enthusiastic about their work, put forth extra effort, identify with the task, reflect on the issues or problems the activity raises in their spare time, and avoid distractions.

Employee Commitment

Table 3 presents three measures for the organizational commitment of healthcare workers in General Santos City: emotional commitment, continuation commitment, and normative commitment. Affective commitment is rated as "highly extensive," with a mean score of 3.93, indicating that employees firmly identify with the organization's objectives and still want to be a part of it. When not at work, employees who exhibit high affective commitment wear their work attire, participate in all company-sponsored events and social gatherings, sign up or volunteer for extra training or responsibilities, and arrive early and stay through the end of meetings.

Table 3. Extent of Organizational Commitment

Parameters	Mean Value	Description
1. Affective Commitment	3.92	Highly Extensive
2. Continuance Commitment	3.81	Highly Extensive
3. Normative Commitment	3.73	Highly Extensive
Grand Mean	3.82	Highly Extensive

People may demonstrate continuance commitment to an organization due to external incentives like pay and retirement, which can be vulnerable due to the availability of alternative managers, with a statistical mean value of 3.81 in Table 3 interpreted as "highly extensive." The average normative commitment score is 3.74, indicating that employees of private hospitals in General Santos City felt obligated to work more and stick with the company to "pay back the debt."

Overall, the findings showed that, as seen by the grand mean of 3.82, the medical staff of private hospitals in General Santos City demonstrated high organizational commitment at work. In terms of affective commitment ($x=3.92$), continuation commitment ($x=3.81$), and normative commitment ($x=3.73$), the respondents concur that organizational commitment exists in their organization. This result demonstrates a strong organizational commitment in General Santos City's private hospitals.

This was supported by the study conducted in the Philippines by Fabiene (2016) found that to increase employees' commitment to healthcare organizations, management efforts must focus on improving job satisfaction and creating a positive working environment. Additionally, providing opportunities for training and development can increase commitment.

Employee Performance

This section summarizes the extent of employee performance in terms of task, adaptive, and contextual factors. The findings for each employee performance indicator are provided in Table 4, which presents the mean value for each extent and its description based on the specified weighted mean scale.

Table 4. Extent of Employee Performance

Parameters	Mean Value	Description
1. Task Performance	3.94	Highly Extensive
2. Adaptive Performance	4.04	Highly Extensive
3. Contextual Performance	4.31	Very Highly Extensive
Grand Mean	4.09	Highly Extensive

Task performance is "Highly Extensive" according to its mean value of 3.94. The median result suggests that task performance among the medical staff of the three private hospitals was well-practiced or obvious. Task performance calls for more advanced cognitive skills and converts organizational resources into goods or services. Task knowledge, task proficiency, and task habits help with it. The technological foundation of the organization is substantially influenced by task performance.

Adaptive performance has a mean value of 4.04, which indicates that the organization's adaptive performance was well-practiced or visible among the three private hospitals' healthcare staff. The mean result suggests that the organization's adaptive performance was well-practiced or visible among the three private hospitals' healthcare staff. A characteristic of an adaptive personality is a propensity to modify oneself in response to a changing environment's requirements and needs. They are ready to change their thought and behavior patterns to fit the new situation since it is concerned with maintaining a good fit with their environment.

Contextual performance has a mean value of 4.31, categorized as "Very Highly Extensive ."Organizations try to achieve contextual performance, and healthcare personnel volunteer for additional work, follow the rules and procedures, assist and cooperate with co-workers, and other discretionary behaviors. This goes beyond just doing a job and contributes to an organization's effectiveness. The grand mean for the extent of employee performance in General Santos is 4.09, which can be categorized as "Highly Extensive." This suggests that healthcare employees from private hospitals in General Santos have responded positively.

The most significant resource for a business in the twenty-first century is its employees, and how well they work on a daily basis determines whether it succeeds or fails. According to a study by Krijgsheld, Tummers, and Scheepers from the year 2022, three types of work behavior can be categorized as task-related, contextual, and adaptive. The quantity of research done on these four aspects varies, nevertheless. The authors of this paper advise more significant investigation into these topics in the future.

Relationship of Organizational Citizenship, Employee Engagement and Commitment to Employee Performance

The results showed a marginally good correlation ($r=0.392$) between organizational citizenship and worker performance. Employee engagement and performance are positively correlated ($r=0.508$), although only somewhat so. The second research backs up Sendawula's (2018) results that a considerable positive link exists between training and worker performance. The correlation study's findings also demonstrate a strong correlation between employee engagement and performance.

The relationship between organizational commitment and employee performance is highly favorable ($r=0.740$). This result can be supported by the study of Abrahamyan, Mirzoyan, and Santos (2014), which found a link between employee commitment and performance in the workplace of IT personnel. The data were analyzed within the theoretical framework created in the given research, and commitment was found to be a significant enabler and facilitator for IT employees' performance.

Significant Effects of Organizational Citizenship, Employee Engagement, and Commitment to Employee Performance

This study found that employee performance was significantly affected by organizational citizenship, engagement, and commitment. The R square value gave an amount of 55.1%, meaning that the three independent variables contributed 55.1% of the performance or engagement of the employees in the three hospitals. The null hypothesis, which stated that there is no significant effect of organizational citizenship, commitment, and engagement on employee performance, was rejected. Furthermore, 44.9 % of the missing factors can significantly affect performance besides organizational citizenship, engagement, and commitment.

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

According to the findings, organizational citizenship was highly evident in private hospitals, with a statistical mean value of 4.14. Healthcare personnel displayed discretionary behavior and civic virtues, altruism, sportsmanship, conscientiousness, and courtesy. During the pandemic, they displayed beyond role and behavior to assist the organization and co-workers. The statistical value for the extent of engagement was ($x = 3.98$) and interpreted as highly extensive.

The eight engagement indicators—control over the job, resources available, performance recognition, just compensation for work, acknowledgment of ideas and suggestions, the importance of meeting individual needs, company reputation in the marketplace, and company reputation in the community—were very comprehensive. Most respondents shared that these indicators contribute to engagement in themselves, their team, and the organization, and they have positive feelings about becoming brand advocates for the organization.

The extent of commitment by respondents was highly extensive, with a statistical mean value of ($x = 3.82$). They fit in and understood the goals of the organization and had bond and attachment experience. The three indicators of commitment, affective commitment ($x = 3.92$), continuance commitment ($x = 3.81$), and normative commitment ($x = 3.73$), were also highly extensive, and employee performance in private hospitals was found to be highly extensive, with three indicators: task performance ($x = 3.94$), adaptive

performance ($x = 4.04$), and contextual performance ($x = 4.3$). Respondents were able to adjust and comprehend changes in the workplace, volunteer for extra responsibilities, aid co-workers, and work with them to be rewarded.

With a correction value of $r = 0.392$ ($\text{sig.} = 0.000$), the correlation test results also revealed a significantly low positive association between corporate citizenship and employee performance. In addition, there was a correction value of $r = 0.508$ ($\text{sig.} = 0.000$) moderately positive correlation between employee performance and engagement. Finally, there was an $r =$ value of 0.740 ($\text{sig.} = 0.000$) very high positive correlation between commitment and employee performance. All three independent variables significantly impacted the performance of the workforce.

Recommendations

The recommendations comprise that Private hospitals can encourage employee engagement by providing rewards and recognition schemes, enhancing communication processes, offering rewards and promotions, keeping employees informed, and providing regular feedback. These strategies can help create and maintain employee engagement.

HR departments must retain top talent by making employees feel valued and motivated, encouraging team bonding, and creating career growth opportunities. Work goals must be clearly defined and communicated well to increase employee performance.

The company can also assist with employee growth by giving them more responsibility or providing individual coaching, workshops, courses, or seminars. Employees will be able to increase their production and efficiency. The firm must also implement employee empowerment programs to improve organizational citizenship, engagement, and commitment. Human resources must develop guidelines for new incentive plans and a roadmap for the employee experience.

Additionally, the organization must explore other variables that may affect employee performance and conduct quarterly pulse surveys. A management development program should be implemented to increase employee performance, and a parallel study should be conducted to explore the factors that affect it.

VI. TRANSLATIONAL RESEARCH

This study would provide a fresh perspective on evaluating all healthcare employees' performance, conduct, and attitude within organizational citizenship, commitment, and engagement. This research may provide information on elements to consider when creating future employee appreciation programs and staff engagement activities as a retention strategy. This research will motivate the government health offices to support any legislative initiative that modifies or establishes health benefits and pays scales for healthcare professionals. As this research would offer a foundation and point of reference for planning and decision-making, it would ease the approval process with congressional consideration.

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