

Perceived Employee Engagement, Collaborative Capability, and Service Tenure as Correlates of Employee Performance: A Multivariate Analysis

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Abstract

As several studies indicate that service tenure, employee engagement, and collaborative capability have a substantial impact on the company's productivity, the researchers aim to evaluate the correlation of these three independent variables to the work performance of employees from a selected Senior High School Department in an institution located in the Philippines. Researchers seek to determine the average level of result with regards to the Employee Engagement, Collaborative Capability, and Service Tenure of the respondents; identify the intermediate work performance level of respondents to identify if there is an existing correlation between the three variables to their work performance by utilizing the multiple regression analysis in Minitab19. Teachers would be the respondents in this study. The method used in the study is a quantitative research design and will use survey questionnaires conducted online and performance ratings to collect the correlational data from the participants. The proponents used the Minitab 19 software for analyzing the data results by coming up with descriptive statistics and multiple regression analysis. The researchers determined that using the 90% confidence interval, there is a significant correlation between employee engagement and work performance. At the same time, collaborative capability and service tenure are not correlated with work performance.

Keywords

Employee Engagement, Collaborative Capability, Service Tenure, Employee Performance and Multiple Regression.

1. Introduction

Employee performance is regarded as one of the most important driving forces. It is a multidimensional phenomenon and a crucial factor in determining the success or failure of an organization (Bananuka et al. 2018). As market requirements are continuously rising, maintaining a high level of performance gets more challenging. Likewise, identifying the factors affecting employees' performance has become more pressing. According to Smyth (2021), the employee's competence is vital to assess systematically as it develops overall satisfaction, client relations, and long-term involvement. In addition, Dahkoul (2018) stated that recognizing the factors influencing employees' performance is crucial in evaluating and benchmarking their actual performance. Furthermore, knowing the employees' service tenure, as well as evaluating employee engagement and collaborative capability, will assist

the company in knowing how it affects the employees' work performance, thus fostering productivity and efficiency within the work environment.

In an environment where companies and organizations are increasingly competing globally, the researchers deemed this study pertinent to service tenure, employee engagement, and collaborative capabilities concerning employee work performance. In the study of Chatzoglou and Diamantidis (2018), work environment and management support have the greatest direct and indirect impacts on job performance. On the other hand, Janardhanan and Raghavan (2018) stated that it was asserted that employers might anticipate higher performance from long-term workers since they are more reliable. Given this, the researchers decided to investigate more in-depth by including three crucial factors that they considered to impact their work performance. It was taken into account, given that there is research in which each independent variable corresponds to work performance but not when the three variables are combined.

Teachers would be the target respondents in this study. According to Terada (2019), outstanding teachers may have a considerably greater impact on pupils than their role in assisting students in getting excellent test scores. Effective teaching is conducted with a deeply personal approach that fosters the overall growth of students. Teachers have been regarded as the major characters in learning as they establish the classroom tone (Antok et al. 2017). Moreover, teachers nowadays must design learning materials and exercises, construct learning spaces and activities, facilitate critical and creative thinking, and undertake active roles in reaching learning objectives (Ahamed and Siddiqui 2020). The researchers are to know the respondents' service tenure, evaluate the situation with respect to workers' engagement as well as their collaboration capability, and know how these determine their work performance within the organization. A correlational research design was used in the study to identify, analyze, and describe the strength of the relationship between the three independent variables. Through extensive investigation, the researchers intend to identify how closely the elements relate to one another and afterward offer solutions and recommendations further to enhance the employees' performance in an academic environment.

This research would be important to the following individuals, namely, the researchers as it would assist them in analyzing data using the regression tool which provides the researchers with the degree of relationship between three independent variables—service tenure, employee engagement, and collaborative capability—and one dependent variable, employee performance, enabling them to provide solutions and recommendations to strengthen and support the analysis's results. Moreover, the study would benefit the employees as it would guide them by highlighting the significance of the variables in work performance. This study will strengthen workers' perceptions of their performance by enabling them to consider techniques and ideas other than those proposed by the researchers to lengthen their service tenure and improve their engagement and collaboration skills for the benefit of the outcome of their work performance. This would also serve as a foundation of evidence to the supervisors, allowing them to be more aware of their employee's performance, identify areas for employee growth, and create a preventative strategy to address such difficulties, owing to the researchers' recommendation for this study. Lastly, it would be of great advantage to human resource managers. As Nor (2018) stated, human resource techniques might recruit and retain competent individuals to fulfill company goals. This could provide them with a new perspective and assist them in recruiting and training personnel to enhance their job performance, thus contributing to the organization's success. The authors propose hypotheses in the study of Perceived Employee Engagement, Collaborative Capability, and Service Tenure as correlates to Employee Performance: Multivariate Analysis. Stated below are the following alternative hypotheses (Ha):

1. Ho: There is no significant relationship between Perceived Employee Engagement and Employee Performance of a selected Senior High School Department in an institution located in the Philippines.
Ha: There is a significant relationship between Perceived Employee Engagement and Employee Performance of a selected Senior High School Department in an institution located in the Philippines.
2. Ho: There is no significant relationship between Collaborative Capability to Employee Performance of a selected Senior High School Department in an institution located in the Philippines.
Ha: There is a significant relationship between Collaborative Capability to Employee Performance of a selected Senior High School Department in an institution located in the Philippines.
3. Ho: There is no significant relationship between Service Tenure to Employee Performance of a selected Senior High School Department in an institution located in the Philippines.
Ha: There is a significant relationship between Service Tenure to Employee Performance of a selected Senior High School Department in an institution located in the Philippines.

2. Objectives

As employee engagement, collaborative capability, and service tenure are the three most crucial factors in an organization, the proponents seek to evaluate the correlation of these three independent variables to the work performance of employees in a selected Senior High School Department in an institution located in the Philippines. To further evaluate the correlation of each variable, the proponents aim to determine the following:

1. The average level of result with regards to the:
 - 1a. Employee Engagement of the respondents
 - 1b. Collaborative Capability of the respondents
 - 1c. Service Tenure of the respondents
2. The average work performance level of the respondents
3. Correlation between employee engagement, collaborative capability, and service tenure and their work performance

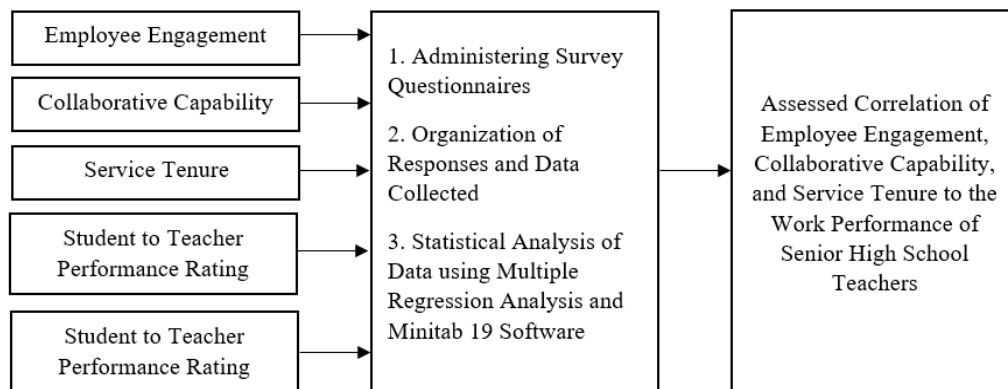


Figure 1. Research Paradigm

The Figure 1 shows the research process of the study using the Input-Process-Output (IPO) model. The input includes the performance ratings of a student-to-teacher and principal-to-teacher, service tenure, employee engagement, and collaborative capability. The processes include administering survey questionnaires, organizing responses and data collected, and performing statistical analysis of the data using multiple regression analysis and Minitab 19 software. Finally, the output assesses the correlation between employee engagement, collaborative capability, and service tenure with the work performance of Senior High School teachers.

2. Literature Review

An employee's tenure in an organization substantially affects their job performance, as they already have experience and an understanding of how the workplace operates. As published by the MBASkool Team (2021), there are two types of job tenure: long and short. Long tenure can be identified when an employee has worked more than five years in the field or for the company, and short tenure can be identified when an employee has worked for a brief period, such as less than two years. Ul Haq et al. (2017) emphasized that high-tenured personnel have connections and know how to perform in the organization, while newer workers are expected to perform well. Employees generally perform more effectively as they acquire organizational tenure, which significantly impacts their work performance (Diestel et al. 2014). Although Feldman and Ng (2013) stated that as employment tenure rises, workers get bored and unmotivated, Gagliardi et al. (2022) argued that tenure, typically deemed inefficient because it hinders workers' efforts, drives up salaries, and impedes competitiveness, maybe a significant incentive for both employers and employees to engage in high-quality employment and boost employees' performance.

As the global transition continues to challenge the industry, nurturing employees' engagement would help the organization reach its maximum potential. According to Luther (2020), strong employee engagement is important to the success of any organization, as it saves costs, develops business productivity, and flourishes opportunities. Tripathy (2019) revealed that most commercial and governmental companies prioritize cultivating an effective workforce. Management believes that engaged employees are more enthusiastic about their work, which helps the company achieve its goals. Additionally, the data gathered by Pillai and Vasani (2019) reveals that active employees

increase an organization's reputation, provide a positive environment, and convey clearer visions. On the other hand, Krishnan et al. (2018) claim that disengagement at work causes businesses ongoing problems. Roughly 70% of the workforce is passively or actively disengaged, which imposes a huge financial strain on companies. These individuals lack commitment, enthusiasm, and fervor for their employment or workplace (Allam 2017).

According to Motika (2018), academics and industry experts reveal that one of the most concerning aspects of the current state of the world economy is the poor level of employee involvement. This situation could result in the employees' job performance decreasing. The lack of assistance provided to workers in obtaining what they view as significant is the fundamental reason for the emerging disengagement crisis. In addition, the study on *The State of Employee Engagement (2020)* states that numerous employees are experiencing being disconnected and attempting to reconcile their professional and personal lives due to the evolving industry. Thus, it is crucial to have a deeper understanding of employees' overall experiences, as this will help the organization achieve real advancement in engagement and productivity. Moreover, employee engagement should be integrated into every organization's culture, where it will be a continuous learning process, improvement, and action. Fulfillment of employee engagement positively impacts the employee's performance, which will be reflected in the organization's performance (Bedarkar and Pandita 2013).

According to the study by Tanwar (2017), employee engagement is one of the most significant factors in increasing employee performance, owing to the fact that it helps employees be more motivated and enthusiastic about their work. It satisfies the employees and encourages them to give their best efforts at work, leading to positive results such as increased productivity. Moreover, in the Aon Hewitt Model on Employee Engagement, there is a combination of various factors that are being considered as the employee engagement drivers. It comprises important details on increasing employees' sense of value, empowerment, and productivity. Six engagement drivers are included in the model: brand, leadership, performance, work, basics, and company practices. All these factors affect the work experience, which influences employee engagement. As a result, business outcomes are also affected by employee engagement, including talent, operational activities, customer, and financial status, given that employees are the backbone of every organization.

Collaboration among coworkers is crucial to maintaining positive relationships and a harmonious work environment in the industry. Barker Scott and Manning (2022) define it as two or more social units actively and reciprocally participating in cooperative actions to achieve a common objective. According to studies by Ji and Yan (2020), through coordination, teams may blend individual duties with team goals, enabling members to contribute to collective ambitions rather than personal interests. In the study of Assbeihat (2016), there is a significant correlation between member collaboration and team effectiveness. Companies face several challenges in today's globalized and competitive market due to its continuous growth. Questions remain concerning how organizations may build productive and efficient work teams (DiDona et al. 2017). The absence of collaborative ideas and tactics may lead to occupational failure, disappointment, low morale, and poor productivity, thus threatening the organization (Hisam and Sanyal 2018).

With regard to the academic setting, the article "The Importance of Teacher Collaboration" (2020) emphasizes the need for emotional support for educators. As teachers depend on one another for assistance, they develop trusting and empathetic connections. Teachers are better equipped to give the same support to their students when they have experienced it themselves. As Boskamp (2022) published an editorial about workplace collaboration statistics, Boskamp declared that digital collaboration tools and workplace collaboration are two factors that can increase job and workplace satisfaction by up to 17%. In addition, as stated in her work, top-performing employees work alone for 45% of the workday, collaborate for 45% of the workday, and socialize and learn for 10% of the workday. In contrast, according to the data, top-performing employees in American companies split their time equally between individual and group work. The author added that in the United States, 52% of workers consider collaboration to be of utmost importance. The majority of American workers consider teamwork to be crucial to their professional success.

Most multinational organizations have embraced teamwork to survive in a competitive market environment (Adhikari 2020). Thus, teams strengthen organizational performance to boost productivity and unleash workers' potential (Kul 2021). Furthermore, sharing one's thoughts and experiences with others may promote deeper learning and critical thinking (Bonk and Lee 2022). As such, Arinze et al. (2018) explain that the transition from working alone to working in teams requires people to collaborate, share information, address conflicts, and sublimate

personal interests for the team's benefit. Through collaboration, general, and support, educators discuss students' needs, solve issues, exhibit teaching strategies, lead or participate in professional development efforts, provide resources, and network with other professionals and outside organizations (Aquario and Ghedin 2020). With teams exhibiting individual strengths, they also enhance motivation and morale. This establishes a flexible, efficient, and lucrative high-performance organization.

According to Khawam et al. (2017), for the team or employees to be effective in collaboration, HR must consider their preference for teamwork to increase productivity and their overall effectiveness as an employee. According to the findings, organizations are more likely to have productive work teams if they are welcoming and supportive of cultural diversity in the workplace. In the study by K. Blomqvist and J. Levy (2006), they suggest that collaboration capability could be viewed as a generic meta-capability at the firm level that enables the use of both internal and external knowledge bases in complex and uncertain contexts. Also, social interaction and exchange are fundamental to knowledge development because of their social aspect, thus making collaboration capability a source of sustainable advancement. The various levels of analysis, from collaboration between individuals and organizations to network collaboration among firms, could be considered a fractal component. On the other hand, the system's various components influence one another, and the abilities of those components improve the system's ability to collaborate. A valuable cross-level notion for comprehending and analyzing relational interaction on several levels, including individual, team, intra-organizational, organizational, and inter-organizational, is collaboration capability.

3. Methods

The researchers of the study utilized a quantitative research design in gathering and obtaining data for the research questions of the study. Moreover, a quantitative design was used for identifying, analyzing, and describing the strength of the relationship between the three independent variables: employee engagement, collaborative capability, and service tenure; and the dependent variable, which is the work performance of the employees. It is a type of research design that relies on scientific methodology and hypotheses.

Furthermore, the research method used in the study is a correlational method under quantitative research design. Correlational research method is dynamic and non-experimental given that it involves statistical patterns and researchers do not control or manipulate any variable. In addition, this research method was used to achieve the objective of finding patterns and correlations in data while also double-checking the measures gathered.

There were a total of 27 respondents for this study. Moreover, the non-probability sampling method was utilized by using purposive sampling, as the respondents suited the characteristics that the researchers needed for the study. The researchers will administer the survey to all the current teachers of a selected Senior High School Department in an institution located in the Philippines, full-time and part-time, through paper and Google Forms. The questionnaire for this study addressed four categories: personal information and service tenure (section 1), employee engagement (section 2), and team effectiveness characteristics (section 3), incorporating 34 carefully selected and filtered statements. The data on employee performance would originate from the institution since the ratings are already in use. The questionnaire was forwarded to the Senior High School principal, encouraging the teachers to complete it to secure high response rates.

After the data has been collected, it will be statistically treated, analyzed, and interpreted. Respondents were asked to select on a 6-point Likert-type scale for each of the statements used in the questionnaire with the scores of 1–Strongly Disagree; 2–Disagree; 3–Somewhat Disagree; 4–Somewhat Agree; 5–Agree; 6–Strongly Agree. The researchers utilize the Cronbach Alpha interpretation to assess the questionnaire's reliability. Cronbach's alpha provides a unique estimate of the internal consistency or reliability of a group of survey items, and the values indicate numbers between 0 and 1. A Cronbach's alpha of 0.70 and above is considered good, 0.80 and above is better, and 0. and above is considered best.

4. Data Collection

The researchers will present a letter of approval to the school administrator, such as the head of academic affairs, for permission to conduct the study in a selected Senior High School Department in the institution. Before starting the data-gathering procedure, the research tool will be subjected to validity testing to ensure the data quality from the respondents. The researcher will utilize a performance rating questionnaire that will be evaluated by the Senior High School Department's principal and subject to permission or modification of the study. The study of perceived

employee engagement, collaborative capability, and service tenure as correlates of employee performance included surveys and questionnaires.

In this study, the researchers utilized the statistical software Minitab 19 to check the questionnaire's reliability and further interpret and analyze the data. It also assists the researchers in having a clearer visualization and more reliable data, which are essential for fully assessing the research findings. The measures of central tendency (mean, median, and mode) were also used to find the average, the center number in ordered data, and the most commonly occurring number. Furthermore, the researchers conducted a multiple regression analysis to identify and examine the association between (independent variables) employee engagement, collaborative capability, service tenure, and (dependent variable) employee performance.

5. Results and Discussion

5.1 Numerical Results

a. Descriptive Statistics of Employee Performance, Service Tenure, Employee Engagement, and Collaborative Capability

Table 1. Descriptive Statistics of Employee Performance, Service Tenure, Employee Engagement, and Collaborative Capability

Variable	N	Mean	Standard Deviation	Variance	Minimum	Median	Maximum	Mode	N for Mode
Employee Performance	27	86.532	5.139	26.412	69.680	87.870	95.630	*	0
Service Tenure	27	0.7407	0.4466	0.1994	0.000	1.000	1.000	1	20
Employee Engagement	27	5.235	0.557	0.310	4.083	5.417	6.000	5.5	4
Collaborative Capability	27	5.027	0.770	0.593	3.167	5.056	6.000	5.8333	3

The Table 1 shows the descriptive statistics of the independent (employee performance) and dependent (service tenure, employee engagement, collaborative capability) variables. The total number of respondents is 27 employees having 86.53 as their average work performance, while the average service tenure is 0.74, which is the second option in the questionnaire referring to 5 years of service or above, while the average employee engagement is 5.24, and the average collaborative capability is 5.03. In addition, the lowest rating of employee performance is 69.68, and 95.63 is the highest. The lowest score for employee engagement is 4.08, and the highest is 6, while the minimum score for collaborative capability is 3.17, and 6 is the maximum. Moreover, the median score for employee performance is 87.87, 1 for service tenure, 5.42 for employee engagement, and 5.06 for collaborative capability. Furthermore, the mode for service tenure is five years of service or above, having a total of 20 respondents, 5.5 is the mode for employee engagement having four respondents, and the mode for collaborative capability is 5.83 with three respondents.

b. Service Tenure, Employee Engagement, and Collaborative Capability of the Respondents

Table 2. Service Tenure, Employee Engagement and Collaborative Capability of the Respondents

Service Tenure	Short Tenure	Long Tenure	Employee Engagement	Collaborative Capability
Respondents	7	20	Mean	5.23
				5.03

The Table 2 displays the respondents' tenure, which states that seven teachers have a short tenure. In comparison, 20 teachers have a long tenure. The total employee engagement of the employees is 5.23, and the total average collaborative capability is 5.03.

c. Employee Performance of the Respondents

Table 3. Employee Performance of the Respondents

Employee Performance in %	
Mean	86.53

The Table 3 represents the average employee performance rating that the students and the principal gave in their evaluations. There is an average total of 86.53% work performance among the entire population of Senior High School teachers for the first semester of this school year.

d. Multiple Regression Analysis of Service Tenure, Employee Engagement, and Collaborative Capability to the Work Performance

Table 4. Multiple Regression Analysis Result using Minitab19

Source	DF	F-Value	P-Value
Regression	3	1.13	0.358
Employee Engagement	1	3.29	0.083
Collaborative Capability	1	1.55	0.226
Service Tenure	1	0.14	0.712
Error	23		
Total	26		
R-sq		12.84%	

Based on the findings above Table 4 with the use of Minitab19 software, one of the three factors has a considerable influence on employee performance. The only factor associated with worker performance and has a p-value lower than 0.10 is employee engagement (0.083). On the other hand, the factors that are not associated and have a p-value greater than 0.10 are collaborative capacity (0.226) and service tenure (0.712). The R-squared value is 12.84%, which indicates how much the independent variable explains the variation of the dependent variable.

e. Reliability Testing of the Survey Questionnaire

Table 5. Reliability Analysis for the Questionnaire's Constructs

Factors	No. of Items	Cronbach's Alpha	Interpretation
Employee Engagement	12	0.9157	Excellent
Collaborative Capability	18	0.9663	Excellent

The Table 5 displays Cronbach's Alpha values for two variables using Minitab 19 software. All the factors included in the survey questionnaire obtained a reliability value of 0.60 or above, with employee engagement and collaborative capability 0.9157 and 0.9663 Alpha values, respectively. This indicates that the researchers used a consistent and reliable set of questions.

5.4 Validation

The authors proposed three hypotheses in the study of Perceived Employee Engagement, Collaborative Capability, and Service Tenure as correlates to Employee Performance: Multivariate Analysis. They are the Null Hypothesis (Ho) and the Alternative Hypothesis (Ha).

H1. The statistical analysis p-value of employee engagement is 0.083, below the significance level of 0.10. It signifies a significant relationship, therefore rejecting the null and accepting the alternative hypothesis.

H2. The statistical analysis p-value of collaborative capability is 0.226, above the significance of 0.10. It signifies no significant relationship, therefore accepting the null hypothesis.

H3. The statistical analysis p-value of service tenure is 0.712, above the significance of 0.10. It signifies no significant relationship, therefore accepting the null hypothesis.

6. Conclusion

The researchers conducted a survey questionnaire to determine the: (1) service tenure of the respondents, (2) employee engagement from Whitaker (2016)'s Employee Engagement Assessment, and (3) collaborative capabilities from Nahas and Sarif's Team Effective Diagnostic (2013). As the organization already had the needed data, the researchers obtained the student-to-teacher and principal-to-teacher evaluations for the first semester of the School Year 2022-2023. The acquired data was then tabulated and analyzed. Thus the following findings were found:

1) The researchers discovered that among a total of 27 respondents, 20 had been employed at the selected Senior High School Department in an institution located in the Philippines, having a long service tenure. On the contrary, seven (7) educators have a short service tenure. As for employee engagement, a total average of 5.23 out of 6 was obtained, indicating that the Senior High School Department has a high level.

2) The researchers determined that based on the student-to-teacher rating, with an average of 89.10%, and the principal-to-teacher rating, with an average of 83.96 %, the total average of their work performance is calculated to be 86.53%, implying an excellent performance based on the organization's scoring.

3) Based on the assessment and evaluation of results of multiple regression analysis, the researchers found out that within the 90% confidence interval, a correlation exists between Employee Engagement, with the value of 0.083, and Work Performance since it has a p-value lower than 0.10. On the other hand, other factors such as Collaborative capability and Service tenure are not correlated with Work Performance since their p-values are greater than .10. The result of R-squared, with a value of only 12.84%, indicates that there are further factors to be considered that correlate with the work performance of employees besides employee engagement, collaborative capability, and service tenure.

In conclusion, the proponents found that employee engagement is a significant factor associated with work performance, which suggests that high employee engagement in the organization can lead to better work performance. It can be inferred that employee involvement affects how well each employee performs inside the company. Moreover, having a healthy working environment comes with high employee engagement that reflects work performance because they feel more engrossed in their work and more physically and mentally competitive. Employee engagement leads to higher levels of productivity and job satisfaction in the achievement of the organizations. However, collaborative capability and service tenure is not statistically significant to employee performance.

6.1 Recommendations

In line with the findings of the study, the researchers suggested the following recommendations for continual development and evaluation of the factors influencing employee performance of a selected Senior High School Department in an Institution located in the Philippines:

- Future studies may additionally concentrate on a different setting while still addressing the same research issue. For the study's 95% confidence interval to be accurate, a larger sample size of participants would be advantageous.

- The findings summary indicated that the value of r-squared is only 12.84 percent. Thus, future researchers may conduct a study that includes other variables affecting employee performance to increase the proportion of variance.
- The results of this study revealed that employee engagement has a substantial impact on employee performance. Therefore, a thorough study should be conducted to identify the specific factors that positively and negatively influence the employees' involvement in the organization. This may assist leaders in recognizing the areas that need to be maintained and improved.
- In accordance with the literature, strong employee engagement is critical to the success of the organization because it reduces costs, increases productivity, and creates opportunities. Therefore, it is recommended that the institution focus on ways to continuously improve the engagement of their workers.
- Managerial and organizational drives were among the factors contributing to worker engagement development. Thus, the institution and management may consider the following tips that are both financially and culturally friendly to strengthen employees' involvement:

1. Pay attention to employees' needs

Different employees require different approaches. Taylor (2020) stated that needs assessments are vital in determining where the gaps occur. Evaluating employees using individual tendency tests and needs assessments may help the management to give the appropriate method they will use in developing employee engagement. It includes assessment such as the psychological test which focuses on the mental health of the employees. According to an article published in BFC Group, meeting employee needs is likely to boost their motivation, increase output and productivity, retain talented employees, and promote initiative and accountability. Moreover, it will contribute to the professional development of employees within the organization. With this, employees would be able to give their best to what they do once they feel that their needs in the organization are being met.

2. Training and Coaching

According to the UdeMy Workplace Boredom Study (2016), most employees feel more engaged when acquiring new skills and knowledge. Training and coaching would help the employees to have growth in the organization thus leading to increased motivation and employment engagement. Therefore, giving them proper training suitable for the institution's standards may increase their involvement.

3. Recognition

Employees perceive themselves as valuable members of an organization once they are recognized. It gives them the sense that their efforts and contribution is valuable to the institution, which motivates them to work more (Mann, 2021). As for this, it could be done at every end of year, semester, or quarterly to recognize their efforts and hardwork. It can be through certifications, announcements, or a token of appreciation.

With all these factors stated, this will greatly benefit the teachers of the organization, since it will boost their drive and will to teach. Meeting the teachers' needs will affect their performance as their levels of job satisfaction rise, and their morale stays strong. Employees with high morale are more likely to be driven to show up for work each day and do their best work.

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