

Interlinking Organizational Culture and Employee Engagement of a Higher Education Institution: A Structural Equation Modeling Approach

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Abstract

This study presents the organizational culture and employee engagement levels of Cebu Institute of Technology - University, a higher education institution from the Philippines, based on the four culture types (clan, adhocracy, hierarchy, and market), and three dimensions of employee engagement (vigor, dedication, and adsorption). Respondents were employees of the university which were categorized as academic or administrative, and supervisory or non-supervisory. The inquiry adopted the Organizational Culture Assessment Instrument (OCAI), and the Utrecht Work Engagement Scale (UWES-17), and utilized PLS-SEM and PLS regression for analysis.

Findings revealed that the overall current and preferred culture type of the University is clan culture. Employees are also in a good state of engagement and are highest in terms of dedication with a mean score of 5.3059 on a 6-point Likert scale. PLS Regression suggested that organizational culture significantly influences employee engagement. Furthermore, adhocracy culture positively impacts dedication while hierarchy culture negatively impacts dedication.

Keywords

Organizational Culture, Competing Values Framework, Employee Engagement, Structural Equation Modelling

Biographies

Alein B. Navares is the current Human Resource Director of the Cebu Institute of Technology - University. He is also the Assistant Head of the Research & Development Coordinating Office, and the Quality Assurance Officer for Administration of the University. He completed Master of Science in Management Engineering. His research interests include kansei engineering, and the management of quality, organizational development and innovation.

Erlyn Ivy O. Rago is a College Instructor, and the Student Success Officer of Cebu Institute of Technology - University currently pursuing Master of Science in Industrial Engineering. She has handled courses in engineering statistics, engineering management and leadership transformation. She is one of the finalists of the Ten Outstanding Students of the Philippines in 2018. Her research interests include sustainability education, data analytics, inclusive technology and project management.