

ORGANIZATIONAL CULTURE AND WORK ENGAGEMENT OF MUNICIPAL EMPLOYEES IN THE 5TH DISTRICT OF CAVITE

Carlo Emil B. Mañabo^{1,a}

¹*Cavite State University – Carmona Campus*

^a*manabocarloemil@gmail.com*

ABSTRACT

The aim of this research was to determine the type of organizational culture existing in the workplace of the municipal employees in the fifth district of Cavite namely Carmona, Silang and General Mariano Alvarez, Cavite and its relationship to their work engagement of the employees. A descriptive-correlational research design was utilized in the study. 313 municipal employees from the above mentioned municipality served as the participants of the study. The study was conducted in three months period from November and December 2016 to January 2017. The data were statistically analyzed with the supervision of a statistician and with the utilization of Statistical Package for Social Sciences (SPSS) application.

The result revealed that most of the employees from the three municipalities are in the middle age of their career ranging from 26 - 33 years old and are female and married. Moreover, more than half of the total number of participants are college graduate.

In terms of the organizational culture present in the municipalities, task-oriented culture was the most dominant. Meanwhile, in terms of the level of work engagement, employees from the three municipalities were assessed as engaged.

Lastly, findings of this research revealed that there is a significant relationship between the organizational culture and the level of work engagement of the employees. Therefore, organizational culture affects the level of work engagement of the municipal employees. It appears that, based on the study, having a task culture in the municipality will direct the employees to be more engaged.

INTRODUCTION

The primary role of management is to provide employees with the leadership necessary to meet the goals and objectives of the organization (Mathur, 2011). Employees, which constitute the most important and vital factor in the success and failure of the organization, are considered as the core of an organization for functioning effectively and efficiently (Mendez, 2013). They are also responsible in making the desired goals and objectives possible thus, it is important for the organization to keep them motivated and satisfied. Therefore, people in the management should have enough knowledge on how to manage not just the resources they have but also the people working with them.

Every organization, whether public or private, has set of rules, norms, values and behavior that contribute to the psychological and social environment of an organization, creating its own culture. According to Agwu (2014), organizational culture provides a

powerful mechanism for controlling behavior by influencing how one view the world around him. It also includes the experiences, expectations, values and philosophy that is expressed in its interactions with the outside world, and future expectations. Moreover, it is based on shared beliefs, attitudes, customs and rules, whether written or unwritten, that has been developed and is considered valid.

Organizational culture is distinctive for every organization. It affects the organization's performance and provides guidelines on customer care and service, product quality and safety, attendance and punctuality, and concern for the environment. An organizational culture where employees are considered as an integral part of the growth process of the organization fosters employee commitment towards the organization. They align their goals and objectives with those of the organization and feel responsible for the overall well-being of the organization. As their efforts are in turn appreciated by the management and suitably rewarded, they have immense job satisfaction which would make them more engaged in their jobs. In

such organizational cultures, the employees are committed to achieving their goals and thus have a positive effect on the overall performance of the organization. Therefore, employees can give quality performance and services to their clients (Agwu, 2014).

Employee engagement, on the other hand, is something that the employee has to offer and cannot be required as part of the employment contract or objective setting process (Bridger, 2014). It is the emotional commitment that the employee has to the organization. It is more of the care, concern and effort employees are giving in doing their jobs (Kruse, 2012). Meaning, an engaged employee is a person who is fully involved and enthusiastic about his or her work. Therefore, it is one of the challenges the management has to consider to improve the services they are giving to satisfy their stakeholders.

As stated in other researches and articles, municipalities as local administrations, are responsible for making the regulations towards public needs. It is essential in this aspect to examine processes since they have a crucial role in satisfying the needs of the public. Those who are responsible to perform municipal functions are the municipal employees. Therefore, the success of the municipality in giving its service depends upon the municipal employees. Thus, the services of the municipal employees are of high importance to make every client satisfied (Altindag and Ormancı, 2013).

Generally, this study was conducted to provide information on the relationship between organizational culture and work engagement of the municipal employees in the fifth district of Cavite. Specifically, the study attempted to answer the following questions:

1. What is the demographic characteristic of municipal employees in terms of:
 - 1.1 age
 - 1.2 sex
 - 1.3 civil status
 - 1.4 educational attainment
 2. What is the most dominant type of organizational culture present in the municipalities of the 5th district of Cavite?
 3. What is the level of the work engagement of the employees in the municipalities of the 5th district of Cavite? and
 4. Is there a significant relationship between the organizational culture and the level of work engagement of the municipal employees in the municipalities of the 5th district of Cavite?

The conceptual framework (Fig. 1) of this research has dependent and independent variable. The types of organizational culture served as the independent

variable while the level of work engagement served as the dependent variable. This study aimed to identify the relationship between the said factors.

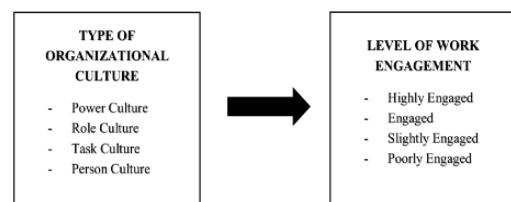


Figure 1. Conceptual framework of the study

Through decades of empirical research, scholars have established abundant links between organizational culture and organizational performance. Culture is a complex issue that essentially includes all of a group's shared values, attitudes, beliefs, assumptions, artifacts, and behaviors. Culture is broad which encompasses all aspects of its internal and external relationships. It guides individual actions even to the extent that members are not even aware they are influenced by it. Scholars tend to agree that the root of any organization's culture is grounded in a rich set of assumptions about the nature of the world and human relationships. According to Handy (1993), there are four types of organizational culture: 'Power Culture', 'Role Culture', 'Task Culture' and 'Person Culture'.

According to Handy, Power Culture can be symbolized as a 'web' and it refers to control that is spread out like a network from the center to the rest of the organization (Handy, 1993). Power cultures are often found in small entrepreneurial organizations such as property, trading and finance companies. When organizations adapt a power culture, rules and bureaucracies are kept to the minimum. These types of organizations are also political, where decisions are taken mainly upon persuasion rather than on bureaucratic or rational basis (Handy, 1993).

Role Culture refers to a highly defined structured organization in which employees have specified delegated authorities which are offered security and predictability (Handy, 1993). Handy (1993) describes the structure of this type of organization as a 'Greek temple' since this culture works by logic and rationality. Organizations with a role culture put their strengths in their pillars, their roles and areas of expertise.

Task Culture, on the other hand, is job oriented and is present in organizations where individuals work as a team and power is derived only from expertise and only when required (Handy 1993). The task culture puts complete emphasis on getting the job done hence, this type of culture tries to assemble the suitable resources, the right employees at a suitable rank in the organization, and to let them knuckle down (Handy, 1993). This type

of culture is very compliant, it is the type in which managers in middle, and first levels like to work.

Lastly, a Person Culture is quite unusual and it reflects organizations in which individuals believe to be superior to the organization they are employed in (Handy 1993). The values and behaviors that contribute to the unique social and psychological environment of an organization they are employed in. Here, individuals are more concerned about their own self rather than the organization. In terms of work engagement, according to Kruse (2012), employee engagement is the emotional commitment that the employee has to the organization. This emotional commitment means engaged employees actually care about their work and their company. Employee engagement does not mean employee happiness. Someone might be happy at work, but that does not mean that they are working hard and being productive in the organization. It is the emotional commitment employees have to the organization and its goals (Bridger, 2014).

METHODS

Research Design

Descriptive-correlational method of research was used in this study to orderly illustrate the type of organizational culture existing in the municipalities of the 5th district of Cavite as well as the level of work engagement of the municipal employees. This study used survey questionnaire in gathering the data needed for the study. Primary and the secondary data were used in the study. The primary data were derived from the answers of the respondents from the self-administered questionnaire prepared by the researcher. The secondary data, on the one hand, were derived from the findings stated in published documents and literatures related to the research problem.

Population of the Study

Participants of the study were the municipal employees of Carmona, Silang and General Mariano Alvarez, Cavite who answered and evaluated the questions. Proportionate random sampling was used in the study. With 95% ($z=1.96$) confidence level, five percent margin of error and population size of 1683, the researcher obtained three hundred thirteen (313) participants. The distribution of the participants is presented in Table 1.

Table 1. Distribution of the participants in different municipalities in the fifth district of Cavite

MUNICIPALITY	TOTAL POPULATION (N = 1683)	SAMPLE POPULATION (n=313)	PERCENTAGE (%)
Carmona	663	123	39
Silang	665	124	40
General Mariano Alvarez	355	66	21
TOTAL	1683	313	100

INSTRUMENTATION AND VALIDATION

Adapted and modified research instrument was used in the study. The work of Charles Handy (1993) for the type of Organizational Culture and Metzler (2006) for the level of work engagement. The questionnaire was divided into three parts. The first part contains questions regarding demographic characteristics of the participants, the second part contains items regarding the organizational culture and the third part contains questions regarding the work engagement of the employees. The answers for Part II have A, B, C and D choices which corresponds to the type of culture classified as follows (Charles Handy, 1993):

- A – Power Culture
- B – Role Culture
- C – Task Culture
- D – Person Culture

The typology of organizational culture was devised by Roger Harrison in his publications in 1972, 1992 and 1993 (Salumaa, 2007). Charles Handy, a leading authority on organizational culture (Riley, 2015) developed organizational culture further into four typologies (Handy, 1995) which include Power Culture, Role Culture, Task Culture and Person Culture. Handy also nominated 15 dimensions to decide the organizational culture: (1) the “boss”; (2) the “subordinate”; (3) the way of determining company priorities by its employees; (4) the type of employee promoted within the organization; (5) the way the organization treats its members; (6 & 7) exerting control and influence within the organization; (8) the task distribution; (9) employee motivation in accomplishing tasks; (10) teamwork; (11) the team competition; (12) dealing and managing conflicts; (13) decision making; (14) communication and control structure within the organization; and (15) ways of responding to external environment.

A four-point Likert scale was used to measure and interpret the response of the respondents for Part III (Level of Employee Engagement) of the questionnaire (Metzler, 2006) (Table 2):

- 4 – Always
- 3 – Often
- 2 – Sometimes
- 1 – Never

Role Culture refers to a highly defined structured organization in which employees have specified delegated authorities which are offered security and predictability (Handy, 1993). Handy (1993) describes the structure of this type of organization as a 'Greek temple' since this culture works by logic and rationality. Organizations with a role culture put their strengths in their pillars, their roles and areas of expertise.

Table 2. Descriptive interpretation of data for work engagement

NUMERICAL RANGE	VERBAL INTERPRETATION	DESCRIPTIVE INTERPRETATION
3.26 – 4.00	Highly Engaged	Very lively and very energetic at work; have a very strong involvement and pride in his or her work; thus, have a great difficulty in detaching to it.
2.51 – 3.25	Engaged	Lively and energetic at work; have a strong involvement and pride in his or her work; thus, have difficulties in detaching to it.
1.76 – 2.50	Slightly Engaged	Moderately lively and energetic at work; have little involvement and pride in his or her work; thus, have slight difficulties in detaching to it.
1.00 – 1.75	Poorly Engaged	Not feeling lively and energetic at work; have a weak or no involvement at all and somewhat embarrassed of their work and have an ease in detaching to it.

Data Gathering Procedure

The researcher gathered data with a letter addressed to the municipal mayors of the 5th district of Cavite seeking their approval to administer the questionnaire to the respondents. After the approval, the proponent personally administered the research instrument to the participants to explain the study, remove doubt and content misinterpretation.

Statistical Treatment of Data

Percentage and frequency count was used to describe the demographic characteristics of the participants and the type of organizational culture in the workplace. Weighted mean was used to determine the level of work engagement of the municipal employees. Chi-square test was used to determine if there is significant relationship between the type of organizational culture existing in their workplace to the level of work engagement of the municipal employees.

RESULTS

1. Profile of the Respondents

The profile of the respondents of the study

was drawn from four personal demographic variables in terms of age, gender, civil status and educational attainment (Table 3, 4,5 and 6).

1.1 Age

Majority of the respondents (28%) from the three municipalities were in the middle age of their career ranging from 26 - 33 years old, while there were five percent of the employees who belonged to age bracket of 58 – 65 years old which is near to the age of retirement.

Table 3. Distribution of respondents according to age

AGE	CARMONA		G.M.A.		SILANG		OVERALL	
	(n = 123)	%	(n = 66)	%	(n = 124)	%	(n = 313)	%
18 - 25 years old	17	14	17	26	19	15	53	17
26 - 33 years old	30	24	23	34	36	29	89	28
34 - 41 years old	29	24	11	17	31	25	71	23
42 - 49 years old	20	16	8	12	17	14	45	14
50 - 57 years old	21	17	4	6	16	13	41	13
58 - 65 years old	6	5	3	5	5	4	14	5
Total	123	0	66	0	124	0	313	0
	10		10		10		10	

Sex

Out of 313 total number of respondents, 176 (56%) are female.

Table 4. Distribution of respondents according to sex

GENDER	CARMONA		G.M.A.		SILANG		OVERALL	
	(n = 123)	%	(n = 66)	%	(n = 124)	%	(n = 313)	%
Male	54	44	30	45	53	43	137	44
Female	69	56	36	55	71	57	176	56
Total	123	100	66	100	124	100	313	100

Civil Status

In terms of their civil status, more than half of the respondents (57%) were married. The result is aligned with the age of the majority of the participants since 89 of them (28%) belong to the age group of 26 to 33 years old

Table 5. Distribution of participants according to civil status

CIVIL STATUS	CARMONA		G.M.A.		SILANG		OVERALL	
	(n = 123)	%	(n = 66)	%	(n = 124)	%	(n = 313)	%
Single	51	41	32	5	42	34	125	40
Married	71	58	32	5	76	61	179	57
Widow/Widower	1	1	2	3	6	5	9	3
Total	123	0	66	100	124	0	313	0

Educational Attainment

With respect to their highest educational attainment, surprisingly, there were 7 of the total number of respondents (2%) obtained their Doctoral degree in which majority came from the municipality of Carmona while, obviously, majority of the total number of respondents (72%) are college graduate and the rest are Master's degree holder.

Table 6. Distribution of participants according to educational attainment

EDUCATIONAL ATTAINMENT	CARMONA		G.M.A.		SILANG		OVERALL	
	(n = 123)	%	(n = 66)	%	(n = 124)	%	(n = 313)	%
*College Undergraduate	23	19	13	20	4	3	40	13
*Bachelor's Degree	85	69	45	68	95	77	225	72
*with Masters units	4	3	2	3	0	0	6	2
*Master's Degree	7	6	5	8	23	18	35	11
*with Doctoral units	0	0	0	0	0	0	0	0
*Doctoral Degree	4	3	1	1	2	2	7	2
Total	123	0	66	0	124	0	313	0

Type of Organizational Culture

After the collection and consolidation of data, it shows that the municipalities in the 5th District of Cavite namely Carmona, General Mariano Alvarez and Silang have task-oriented culture (Table 7)

Table 7. Types of organizational culture existing in the workplace of the participants

Types of Organizational Culture	CARMONA		G.M.A.		SILANG		Overall	
	(n = 1845)	%	(n = 990)	%	(n = 1860)	%	(n = 4695)	%
Power Culture	297	16	163	17	403	22	863	18
Role Culture	505	27	298	30	567	30	1370	29
Task Culture	762	42	377	38	623	34	1762	38
Person Culture	281	15	152	15	267	14	700	15

Level of Work Engagement of the Municipal Employees in the 5th District of Cavite

Municipality of Carmona

Table 8 shows the level of work engagement of the employees in the municipality of Carmona. The result revealed that employees in the municipality were Highly Engaged with a weighted mean of 3.27. This is supported by the result showing that they are proud of their job as public servant which always make them motivated to go to work every day. This just shows that they were attached to their work and they are really committed in what they are doing. Meanwhile, though they are engaged in their work, employees still manage their personal life since they only slightly forget things around them when working.

Overall, this means that municipal employees in Carmona are very lively and very energetic at work; have a very strong involvement and pride in his or her work; thus, have a great difficulty in detaching to it.

Table 8. Level of work engagement of the employees in the Municipality of Carmona

WORK ENGAGEMENT INDICATORS	WEIGHTED MEAN	INTERPRETATION
1. When I get up in the morning, I feel like going to work.	3.59	Highly Engaged
2. I feel bursting with energy at my work.	3.13	Engaged
3. I always persevere, even when things do not go well at my work.	3.27	Highly Engaged
4. I am very mentally resilient at my job.	3.55	Highly Engaged
5. I feel strong and vigorous at my job.	3.50	Highly Engaged
6. To me, my job is challenging.	3.40	Highly Engaged
7. My job inspires me.	3.46	Highly Engaged
8. I am enthusiastic about my job.	3.35	Highly Engaged
9. I am proud of the work that I do.	3.63	Highly Engaged
10. I find the work that I do full of meaning and purpose.	3.50	Highly Engaged
11. When I am working, I forget everything else around me.	2.65	Engaged
12. I get carried away when I am working.	2.74	Engaged
13. It is difficult to detach myself from my job.	2.86	Engaged
14. I am immersed in my work.	3.02	Engaged
15. I feel happy when I am working intensely.	3.37	Highly Engaged
OVER ALL MEAN	3.27	Highly Engaged

Municipality of G.M.A.

Table 9 shows the level of work engagement of the employees in the municipality of General Mariano Alvarez. The result revealed that employees in the municipality were Engaged with a weighted mean of 3.16. Municipal employees are proud of their job as public servant which motivates and inspires them to go every day on their work. However, the result revealed that they still found their job as public servant challenging.

Overall, this means that municipal employees in the General Mariano Alvarez are lively and energetic at work; have a strong involvement and pride in his or her work; thus, have difficulties in detaching to it.

Table 9. Level of work engagement of the employees in the Municipality of G.M.A.

Work Engagement Indicators	Weighted Mean	Interpretation
1. When I get up in the morning, I feel like going to work.	3.55	Highly Engaged
2. I feel bursting with energy at my work.	3.03	Engaged
3. I always persevere, even when things do not go well at my work.	3.09	Engaged
4. I am very mentally resilient at my job.	3.35	Highly Engaged
5. I feel strong and vigorous at my job.	3.35	Highly Engaged
6. To me, my job is challenging.	3.55	Highly Engaged
7. My job inspires me.	3.55	Highly Engaged
8. I am enthusiastic about my job.	3.30	Highly Engaged
9. I am proud of the work that I do.	3.75	Highly Engaged
10. I find the work that I do full of meaning and purpose.	3.48	Highly Engaged
11. When I am working, I forget everything else around me.	2.36	Slightly Engaged
12. I get carried away when I am working.	2.41	Slightly Engaged
13. It is difficult to detach myself from my job.	2.48	Slightly Engaged
14. I am immersed in my work.	2.70	Engaged
15. I feel happy when I am working intensely.	3.47	Highly Engaged
Municipality of Silang	OVER ALL MEAN	3.16
		Engaged

Table 10 shows the level of work engagement of the employees in the municipality of Silang. The result revealed that employees in the municipality were Engaged with a weighted mean of 2.78. The result shows that the employees are enthusiastic about their job and they are proud with their job as public servant. This just means that the employees are really enjoying the type of job that they have which made them engaged in their work.

Overall, this means that municipal employees in the municipality of Silang are lively and energetic at work; have a strong involvement and pride in his or her work; thus, have difficulties in detaching to it.

Table 10. Level of work engagement of the employees in the Municipality of Silang

WORK ENGAGEMENT INDICATORS	WEIGHTED MEAN	INTERPRETATION
1. When I get up in the morning, I feel like going to work.	2.87	Engaged
2. I feel bursting with energy at my work.	2.77	Engaged
3. I always persevere, even when things do not go well at my work.	2.85	Engaged
4. I am very mentally resilient at my job.	2.81	Engaged
5. I feel strong and vigorous at my job.	2.92	Engaged
6. To me, my job is challenging.	2.91	Engaged
7. My job inspires me.	2.85	Engaged
8. I am enthusiastic about my job.	3.18	Engaged
9. I am proud of the work that I do.	3.02	Engaged
10. I find the work that I do full of meaning and purpose.	2.93	Engaged
11. When I am working, I forget everything else around me.	2.33	Slightly Engaged
12. I get carried away when I am working.	2.42	Slightly Engaged
13. It is difficult to detach myself from my job.	2.44	Slightly Engaged
14. I am immersed in my work.	2.55	Engaged
15. I feel happy when I am working intensely.	2.82	Engaged
OVER ALL MEAN	2.78	Engaged

Relationship between the Organizational Culture and the Level of Work Engagement of the Municipal Employees in the 5th District of Cavite

The relationship between the type of organizational culture and the level of work engagement of the municipal employees was tested. The result revealed that there is a significant relationship between the type of organizational culture and the level of work engagement of the employees in the municipalities of the 5th district of Cavite (Table 12).

Table 12. Relationship between the organizational culture and the level of work engagement of the municipal employees in the 5th district of Cavite

MUNICIPALITY	COMPUTED VALUE	TABULAR VALUE	INTERPRETATION
Carmona	24.97	16.92	Significant
G.M.A.	18.22	16.92	Significant
Silang	20.48	16.92	Significant

DISCUSSION

Profile of the Respondents

Majority of the respondents from the three municipalities were in the middle age of their career ranging from 26 - 33 years old. A great percentage of these middle age participants came from the municipality of G.M.A., Cavite.

More than half of the participants are female. This can be attributed that females dominated the population of the municipal employees by more than half in the fifth district of Cavite.

More than half of the participants are married which implies that although working, employees still meet the duty of having a family. The result is aligned with the age of the participants since majority of them are in the middle age of their career.

In terms of the educational attainment, it clearly shows that majority of the employees are college graduate and some of them are looking for ways to improve their skills by attending to graduate schools.

Type of Organizational Culture

Task culture is the most dominant type of organizational culture present in the municipalities of the 5th district of Cavite. This means that municipalities uses small team approach, where people are highly skilled and specializes on their own area of expertise. The task/job is their priority and the power within their team often shift depending on the combination of the team members and the status of the problem or project. With the right combination of skills, personalities and leadership, working in teams can be incredibly productive and creative (Riley, 2015).

Level of Work Engagement of the Municipal Employees in the 5th District of Cavite

The result revealed that among the municipalities in the 5th district of Cavite, employees in Carmona got the highest level of engagement with a weighted mean of 3.27 and interpreted as Highly Engaged; followed by employees in G.M.A. with 3.16 and employees in Silang, with 2.78, having the lowest mean, and both interpreted as Engaged. Surprisingly, all employees from the different municipalities are proud to their job as public servant having the highest weighted mean among the given indicators. This implies that giving services to the public makes them feel happy and served as one of the reasons that motivates them to go to work every day. Aside from that, employees also feel enthusiastic about their job and they find it meaningful and full of purpose. This is supported by the study of Sanchez and McCauley (2006) saying that an engaged employee is someone who is satisfied and contented with their work experience and someone who wants to

stay with a company. In addition, Crim and Seijts (2006) stated that an engaged employee is a person who is fully involved and enthusiastic about his or her work. He also explains that truly engaged employees are attracted to and inspired, committed and fascinated by their work. It also cares about the future of the company and willing to invest the discretionary effort to see that the organization succeeds.

Overall, the level of work engagement of the municipal employees in the 5th district of Cavite is Engaged with a weighted mean of 3.05. This means that municipal employees are lively and energetic at work; have a strong involvement and pride in his or her work; thus, have difficulties in detaching to it.

Relationship between the Organizational Culture and the Level of Work Engagement of the Municipal Employees in the 5th District of Cavite

When the organizational culture existing in the workplace of the respondents was considered, it shows that it has a significant relationship to the level of work engagement of the employees. Therefore, the first null hypothesis, in standing with the results, is rejected. The findings of this study is similar with the study conducted by the Denison Consulting, Inc. (2010), stating that a healthy culture will lead to an engaged employee. Likewise, the study of Wanjiku and Agusioma (2014) concluded that the organization culture has a great influence on performance as it directs how things are done, organization's philosophy, work environment, performance target and the stability of the organization.

On the other hand, Ghani (2006) came up with different result, stating that organizational culture has no direct influence and unable to improve the employees' job performance and work engagement. Syauta and Solimum (2012) supported this as their findings specified that it is organizational commitment, not organizational culture, which affects the employees' work engagement and performance. This just shows that every organization do have different organizational culture and its impact may vary from one place to another.

Based on the result of the study, employees in the 5th district of Cavite perceived their municipality to have a task culture and this made them feel more engaged in their jobs. It appears that having a task culture will make the employees more engaged.

CONCLUSION

Several conclusions were drawn based on the finding of the study. First, majority of the municipal employees are female and married, belongs to the age bracket of 26 – 33 years old and holding a Bachelor's diploma. Therefore, majority of them are already in the middle age of their career and already started to live with their own family.

Second, the type of organizational culture prevailing in their workplace is task oriented culture, accordingly their workplace is involved in developmental activities and they are much more dynamic. They are constantly subject to change and have to create temporary task teams to meet their future needs. Information and expertise are the skills that are of value here. Influence in this team culture is based upon expertise and up-to date information where the culture is most tune with results. The downfall for this culture exist only when there is a restriction in resources.

Third, the overall level of work engagement of the municipal employees in the 5th district of Cavite is engaged. This means that municipal employees are lively and energetic at work; have a strong involvement and pride in his or her work; thus, have difficulties in detaching to it.

Lastly, there is a significant relationship between the organizational culture and level of work engagement of the employees. Therefore, organizational culture affects the level of work engagement of the municipal employees and it can be considered as a determinant to make the employees more engaged.

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