

**EMPLOYEE ENGAGEMENT PROGRAMS AT PANDANGGO
ACCOUNT, ALORICA, CEBU IT PARK,
APAS, CEBU CITY**

A Thesis Presented
To The Faculty of the School of Business and Management
University of San Jose-Recoletos
Cebu City, Philippines.

In Partial Fulfillment
of the Requirements for the Degree of
**BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION
MAJOR IN HUMAN RESOURCE MANAGEMENT**

By
**KEVIN M. BABOR GEREVELLE G. BURALO
ZILDJAIN DIVA LEA MICAELA L. MABITAD
LEONIDO JUNARD B. PALABRICA**
MAY 2022

APPROVAL SHEET

This research paper entitled **EMPLOYEE ENGAGEMENT PROGRAMS AT PANDANGGO ACCOUNT, ALORICA CEBU, IT PARK, APAS CEBU CITY**, prepared and submitted by **Kevin M. Babor, Gerevelle G. Buralo, Zildjain Diva, Lea Micaela L. Mabitad, Leonido Junard B. Palabrica** in partial fulfillment of the requirements for the degree of Bachelor of Science in Business Administration Major in Human Resource Management has been examined and recommended for acceptance and approval for oral examination.

DR. AVA-LOU C. PEREZ, LPT
Adviser

ACCEPTED as partial fulfillment of the requirements for the degree of Bachelor of Science in Business Administration major in Human Resource Management.

DR. EDGAR R. DETOYA, CPA
Dean, School of Business and Management

APPROVED by the tribunal at the Oral Examination with a grade of **PASSED.**

MS. RUTHCEL V. ARAGON, MBA
Panelist

FR. JEFFREY V. UY, DMHRM
Panelist

MS. MARIE JOY D. GABUNADA
Panelist

ACKNOWLEDGEMENT

The ideas and information brought herein were composed with patience, cooperation and hard work. The success of this study was owed largely on the encouragement of many others. It's only therefore fitting that they be acknowledged.

To our **Almighty God**, for His divine guidance, infinite wisdom, grace, and great provision. And also, for giving us the talents, insights, knowledge and determination to continue and pursue our aspirations in life.

To **Dr. Ava-Lou C. Perez**, the researcher's adviser for her constant monitoring, patience, motivation and unselfishly sharing her knowledge and guiding us towards the completion of this study.

To the **respondents**, for their time and willingness in answering the questionnaires.

To the **panels**, for giving suggestions that are relevant to the improvements of this study.

And to our **families and friends**, for all the prayers and endless support until the end, accept the researchers sincerest and deepest gratitude.

The Researchers

TABLE OF CONTENTS

CHAPTER	TITLE	PAGE
I	THE PROBLEM AND ITS SCOPE	1
	INTRODUCTION	1
	Rationale of the Study	1
	Theoretical Background	3
	Flow of Research Process	8
	Research Flow Chart	9
	THE PROBLEM	
	Statement of the Problem	10
	SIGNIFICANCE OF THE STUDY	11
	RESEARCH DESIGN	12
	Research Method	12
	Research Environment	12
	Research Respondents	13
	Research Instrument	14
	Data Gathering Procedure	14
	Data Analysis and Statistical Treatment	15
	DEFINITION OF TERMS	16
II	PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA	20
III	THE PROPOSALS	29

IV	SUMMARY, FINDINGS, CONSLUSION, AND	39
	RECOMMENDATIONS	
	LIST OF REFERENCES	42
	APPENDICES	47
	CURRICULUM VITAE	52

LIST OF TABLES

TABLE	TITLE	PAGE
1	Mental Wellness Coaching	20
2	Rewards and Recognition	22
3	Health Assistance Program	24
4	Retention Programs	26
5	Summary of Table	27
6	Proposed Action Plan	33

LIST OF FIGURES

FIGURE	TITLE	PAGE
1	Research Flow Chart	9
2	Location Map	13

CHAPTER I

THE PROBLEM AND ITS SCOPE

INTRODUCTION

Rationale of the Study

Employee Engagement Programs have been introduced for so many years to increase engagement at work and sustainable work performance. There are certain solutions to address issues concerning employees being unproductive through the different employee engagement programs that the company provides. Employee engagement programs increase high performance at work, coping with issues that help employees be more productive and have an engaging workplace. These programs create a big impact on employees' growth and development and enable them to create a good relationship with their co-workers. Employee engagement programs increase work performance and employee competency at work; it also benefits employees, through career growth opportunities. These programs create a positive working environment with good working conditions that help meet expectations. Employee engagement programs increase employees' overall well-being which enables them to perform their tasks and responsibilities on their respective job.

Over the past years, most organizations have been facing different issues that make employees unproductive and unmotivated. Employees feel pressured with their job and the external surroundings which mostly cause employees' disengagement at work, this affects the work stability and increases the number of employee turnover in the company, it also affects the employee's capability to grow

and excel with their job. The unfair treatment of the management towards its employees in terms of rewards and recognition greatly affects employees' well-being. Employees have been also concerned about the benefits that they receive from their employers most especially the health assistance and retention programs. These issues also affect the mental capacity of employees. The unproductivity of the employees will become more evident and should be addressed immediately. Employee engagement becomes a way as a predictor of company performance even in a tough economy (Sorenson 2013).

Employees tend to be disengaged from their work and become demotivated to pursue giving the best performance, most of these employees are highly unlikely to be company evangelists, and who don't put extra effort into their job. Employees who disengaged themselves are consciously the cause of the problems at their company (Lucero 2015). Productivity of employees in work greatly impacts the competitiveness of the company. Having a productive workforce is the driver of every successful business. Workplace innovation can be achieved through these programs and improve the working environment, to help employees work comfortably and be able to bring out the best of their capabilities, perform productively and achieve a work-life balance (Turchetti 2018).

Hence, the researchers aim to determine the effectiveness of employee engagement programs at Pandanggo Account, Alorica, Cebu IT Park, Apas Cebu City.

Theoretical Background

This research is anchored mainly to the theory on the effects of work motivation on employee exhaustion and commitment by Claude Fernet, Stephanie Austin and Robert J. Vallerand (2012)

According to Fernet, Austin and Vallerand (2012) employee motivation, engagement and commitment creates a direct impact on employees' performance. Engagement is the level of standard commitment and involvement of an employee towards the company and applying its values. Employee engagement is a very crucial part of some organizations, which aims to enhance the well-being of the employees at work that affects the business performance. Autonomy, employee involvement, commitment to work, and satisfaction are the factors that help achieve meaningfulness at work (Kaur and Mittal, 2020). Work meaningfulness has a significant role in enhancing the work-related consequences that help employees identify their roles at work which enhances work engagement and employee retention. Different variables that best describe employee engagement help boost employee performance and become engaged in the workplace. A workforce that is highly engaged indicates that there is a high level of engagement in their workplace and employees are very keen to accept new challenges to bring a positive change or establish a highly conducive working environment (Juneja, n.d.). The study indicates the two components of the work roles of employees in the organization which influenced the employee's performance and work meaningfulness. Employees could achieve high performance through getting

meaningful at work, engaging profile, and compassionate colleagues and employer.

IGI Global (n.d.) explains that engagement overlaps with the concepts of commitment and organizational behavior, but there are also differences. In particular, engagement is a two-way concept; organizations must work to engage the employee, who in turn has a choice about the level of engagement they offer to the employer. Employees tend to become more engaged and almost spend their productive time at the organization, where they share one goal at work and even find great connection at work. Meaningful interactions promote dignity, self-appreciation, and a sense of worthwhileness towards employees and even enhance their well-being (Seligman, 2002). Engagement is a positive attitude held by an employee towards the organization and its beliefs. Singh (2019) says that a fully engaged employee is aware of the nature of business, and works with a peer group to improve their performance in the workplace for the accomplishment of the organizational goals. Thus, an organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.

A study on the three dimensions of employee engagement (physical, cognitive, emotional) determining its effectiveness relates to the three psychological conditions of employees; feeling safe, meaningfulness, and having the right energy and resources (Sinclair, 2020). It gives the essence of beliefs on the importance of engagement on employees across all three dimensions that could help employees feel secure in their roles at work, having the feeling of

worthiness, and could build trust that their physical and mental efforts will be supported by the management (Terry 2020). Companies have been competing for talented employees who give high performance and high competence in the workplace Chutke (2016). The importance of providing good treatment to employees leads to reduce the retention rate in the company. Engaged employees are the key to achieving a competitive advantage in the workplace because these employees have high levels of energy, are enthusiastic about their work, and are fully immersed in their job Marwick & Smith (2009)

Employees engagement can create a great impact through productivity and organizational performance, outcomes for customers of the organization, employee retention rates, organizational culture, and advocacy which also benefits the image of the organization. High employee engagement could deliver beyond expectations in the organization's goals and achieve success. Employee engagement can be achieved through career development opportunities that help employees to become productive in the workplace (Chutke, 2016). This includes the engagement programs that are provided to employees to keep them motivated and productive, such as health and safety of employees which gives them the comfort and felt secure on their job, rewards and recognition which increases the job satisfaction of employees; employee assistance program; and the retentions programs which help the organization to preserve talented employees who gives high performance on the workplace. With these programs, individuals and organizations achieve success. A high level of employee engagement leads to a

positive outcome which enables employees to provide quality of work and their own experiences and positive organizational-level outcome.

Baskar (2015) states that recognition makes employees feel valued and appreciated. Employees who are recognized have higher self-esteem, more confidence, are more willing to take on new challenges, and eager to be innovative. Rewards and Recognition as what is offered in exchange for desired behavior, as a factor in motivating employees to have flexible and better performance, and reward management, whose main goal must be to properly reward employees, and ensure the creation of the reward structure that operates within the organization. Job satisfaction and favorable human resource policies have a positive relationship with retention, according to the research. This suggests that employee engagement programs should be one of the top priorities of the company to keep and retain talented employees. If these programs are properly implemented, the purpose will be achieved, Bhalla (2013). Mental Wellness programs aim to point out some conceptual aspects about the predominant theoretical approaches that explain the interrelation between Mental Health and Work. We cannot deny the possibility of experiencing mental health especially in the toughest time where loneliness is a high risk to be in a situation to face your shadow.

Businesses develop retention programs to give employees more reasons to get motivated and continually be productive in their individual and collaborative tasks in the workplace. Moreover, these programs allow firms to reduce employee turnover, prevent attrition, boost retention, and enhance employee engagement.

With the boosting economy of the business-process outsourcing industry, the researchers have observed that the productivity level of each employee is deteriorating and at stake. Retention programs are what the researchers have believed to address the ongoing issues on the unproductivity of the employees, the massive number of resignations, job-hopping, and the like. According to Amit et. al (2020), the Philippines' business process outsourcing (BPO) industry is quickly increasing, resulting in a high employment rate. It does, however, raise concerns about the incidence of work-related health issues among employees. Health Assistance Programs under employee assistance program is one of the benefits that gives interest to most of the employees. This creates a value of intention to an organization showing their care for the employee, which creates a great impact on the performance of employees at work. Masi (2011) defines an employee assistance program as a worksite-based program, EAP also addresses productivity issues, it also helps resolve personal concerns including health, marital, family financial, alcohol, drug, legal, emotional stress, and other personal issues that could affect the employee's performance.

The recent reviews of Kahn's three dimensions of employee engagement effectiveness in 2020, states that organizations achieve high success through high engagement which develops a positive implication for productivity, absence, staff retention, innovation, and the level of customer service that employees provide (Terry, 2020). Employee engagement influences employee performance which benefits a good result to the competitiveness of the employee at work. According to a report in 2012, that employee engagement can enhance the performance of

employees at work. Employee engagement creates a big impact on the transformation of the performance and profitability of the different organizations. Employee engagement drives to unlocking productivity of employees and transform the working lives of many employees, and also having engagement as the heart of the workplace and enables employees to create a good relationship between employee and employer Gifford & Young (2021).

Flow of Research Process

This research flow chart is consisting of the steps being made on how the study was undertaken. This shows a graphical symbolic presentation of the process that consisted of the input, the process, and the output.

The **input** is the first phase of the flow of the study which determined the different employee engagement programs that improves employee performance in the workplace, such as mental wellness coaching program, rewards and recognition, health assistance program, and retention programs.

The **process** involves a series of steps on how the researchers came up with the results of the study. A research survey method was used as means of data collection. A modified standardized questionnaire as the main tool for data gathering was distributed and retrieved within the given period. Afterward, the data had been tabulated, presented and analyzed, and interpreted.

The **output** includes the proposals for improvement that can be forwarded.

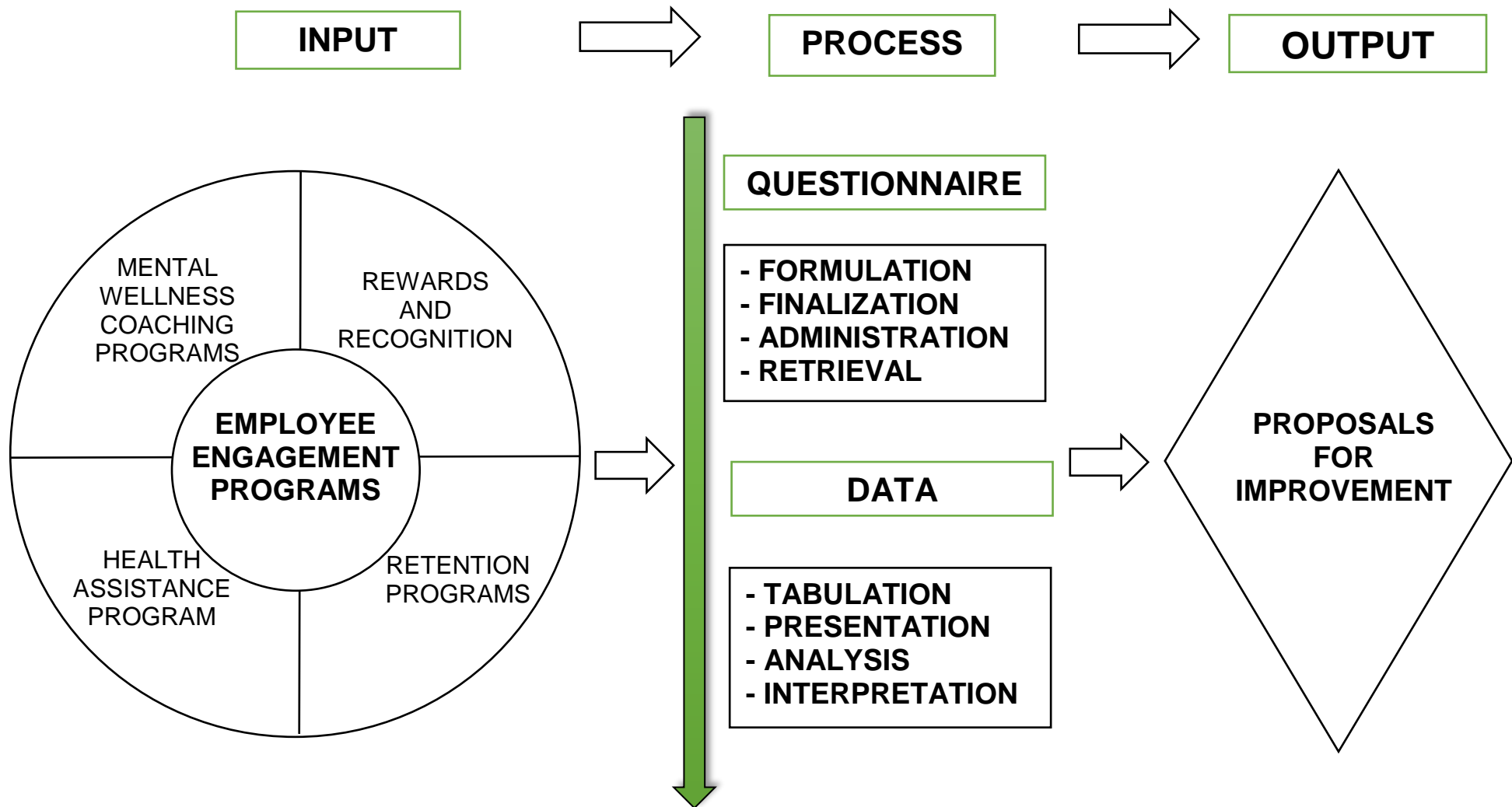


Figure 1
Research Flow Chart

THE PROBLEM

Statement of the Problem

The study has determined the effectiveness of employee engagement programs at Pandanggo Account, Alorica, Cebu IT Park, Apas Cebu City as the basis for proposals for improvement.

Specifically, it answers the following:

1. As assessed by the respondents, how effective are the employee engagement programs in the terms of:

1.1 Mental Wellness Coaching Program;

1.2 Rewards and Recognition;

1.3 Health Assistance Program; and

1.4 Retention Programs?

2. Based on the findings of the study, what proposal for improvement can be forwarded?

SIGNIFICANCE OF THE STUDY

The study is beneficial to the company and its stakeholders and those who seek further studies about how employee engagement programs help boost employee performance. These are expounded below:

The Management. With this study, the management was be able to understand how employee engagement programs improved the employee's performance in the workplace and how it developed the quality of work in the workplace.

The Respondents. The study was able helps the respondents understand how important employee engagement is in the workplace and how employees would be able to achieve psychological meaningfulness in work. It also helped the respondents to express their thoughts and evaluate the company's employee engagement programs which are beneficial for the employee.

The Researchers. The study was able help the researchers to understand the importance of employee engagement programs for the employees. It allows the researchers to become more knowledgeable on how these programs and how it creates a big impact on the companies to provide talented employees with high performance and high competence at work.

The Future Research. The study can benefit future researchers in concluding related studies on how employee engagement increases the work performance of employees in the workplace. This can be served as a guide to realize the desired outcome of their study. Future researchers are also encouraged to conduct surveys that comply with the requirement and be able to apply the learnings

they've got about employee engagement and how this improves employee performance.

RESEARCH DESIGN

This section includes the research method, research environment, research respondents, and research instruments such as data gathering and statistical treatment of the study.

Research Method

The study used a descriptive survey method with the aid of a researcher-made questionnaire as the main instrument for the data gathering in Alorica Cebu under the Project Pandanggo Account in IT Park, Apas, Cebu City in the Availability of Mental Wellness Coaching Programs, Rewards and Recognition, Health Assistance Program and Retention Programs.

Research Environment

The location of Alorica Cebu based is at Unit 1102 11th Floor Park Centrale Building, Jose Maria Del Mar St., IT Park, Apas, Cebu City, Cebu 6000, Philippines. It was founded and established by Andy Lee. Fueled by entrepreneurial passion and talent, Andy built one of the first cloud-based 'software-as-a-service customer contact management applications. This platform ultimately yielded the formation of Alorica in 1999, which today is one of the largest Business Process Outsourcing (BPO) providers in the world. Alorica is a leading provider of customer management outsourcing solutions spanning the entire customer lifecycle. From customer acquisition and sales, customer care and support, to logistics and fulfillment, Alorica offers a seamless customer experience

across all service channels. Beyond a large presence in the capital, Alorica has sites in multiple cities and three regions, totaling 17 locations throughout the country—and planning to continually grow. Pandanggo Account is a content moderation platform in which agents are referred to as moderators. Employees' job is to make sure items are placed in the right category, are free from scams, don't include any illegal items.



Figure 2

Location Map

Research Respondents

The researcher's distributed the online survey questionnaire to 60 regular employees of Alorica under the Pandanggo Account in IT Park, Apas, Cebu City. The 60 respondents have benefited on the programs that increase employee engagement at work and drive sustainable performance which was the main focus

of this study. However, only 55 out of 60 employees have submitted the responses to the given survey questionnaire.

Research Instrument

The researchers used a 4-Likert scale questionnaire as the tool for the data collection instrument. The questionnaire was divided into five questions in every variable such as Mental Wellness Coaching Program, Rewards and Recognition, Health Assistance Program, and Retention Programs, which will be sent by the researchers to the respondents through email. The researchers made questionnaire have undergone a dry run to test the validity of the research questionnaire. The respondents have been informed about confidentiality and that by completing the questionnaires they are giving full consent in participating in the study.

Scale	Description	Interpretation
4	Very Effective (VE)	which means that the programs are implemented <u>all the time.</u>
3	Moderate Effective (ME)	which means that the programs are implemented <u>oftentimes.</u>
2	Less Effective (LE)	which means that the programs are <u>sometimes</u> implemented.
1	Not Effective (NE)	which means that the programs are <u>never</u> implemented.

Data Gathering Procedure

The researcher prepared a transmittal letter signed by group leader addressed to one of the Team Leaders in Alorica, Cebu in a way to ask permission to conduct a study about the employee engagement programs in Alorica, under the Project Pandanggo Account. This is to have permission to conduct the research and distribute online questionnaires about the employee engagement programs such as wellness coaching, rewards and recognition, health assistance program, and retention programs that benefits the employees under this account.

After the approval of the transmittal letter, the researchers then conducted the research and distributed the survey questionnaires to the respondents. The respondents for the research study have been determined by the researchers and has been chosen if they have engaged in these employee engagement programs.

The questionnaire provides clear instruction and background of the study to let the respondents know about confidentiality and to have their consent to use their responses for research purposes. The data gathered was then transcribed, examined, arranged, and interpreted after it was collected.

Data Analysis and Statistical Treatment

The data collected has been subjected to the weighted average mean formula to determine the central tendency of the responses.

The formula was as follows:

$$\mu = \frac{\sum f x}{N}$$

Where: μ = weighted mean

Σ = summation

F = number of respondents under each scale

X = weight assigned to each scale

N = number of respondents

This will help the researchers to facilitate the analysis of the weighted mean, the following mean range and interpretation are utilized:

Mean Range	Description
3.26 – 4.00	Very Effective (VE)
2.51 – 3.25	Moderate Effective (ME)
1.76 – 2.50	Less Effective (LE)
1.00 – 1.75	Not Effective (NE)

DEFINITION OF TERMS

Autonomy

This means giving employees the freedom to work in a way that keeps them comfortable in doing their job and suits their capabilities.

Commitment

This refers to the level of enthusiasm an employee has towards his/her task assigned at work.

Employee Assistance Program

This refers to a work-based intervention program designed to assist employees in resolving personal problems that may be adversely affecting the employee's performance.

Employee Engagement

This refers to the concept of Human Resources (HR) that best describes the level of enthusiasm and dedication of an employee towards their job. Employees who are highly engaged care about their work and the performance of the company, and feel that their efforts make a difference.

Disengaged Employee

This refers to an employee who usually doesn't enjoy their work, and this results in a low level of performance on their job, does the bare minimum and doesn't put in extra effort, and is highly unlikely to become a company evangelist. If that sounds bad, those who are actively disengaged are consciously causing problems at their companies.

Engagement at work

This refers to the employees who feel passionate about their jobs and are very committed to the organization's values. Engagement at work drives performance.

Mental Health

This refers to the individual who encompasses emotional, psychological, and social well-being. This aspect affects how we think, feel, and act.

Motivational factors

This refers to the desire or willingness of an employee to try on their job. Some motivational factors may include salary, rewards and benefits, desire for status and recognition, a sense of achievement, relationship with co-workers, and employees to have a feeling of one's work is useful and important.

Task-Oriented

This refers to an employee having the top priority is to get work done. Task-oriented or task-focused employees tend to find ways to be more efficient at work.

Recognition

This refers to the act of publicly acknowledging your employees for who they are and what they do that benefits the organization. Employee recognition is one of the most important factors driving workplace engagement, productivity, and employee retention.

Retention

This refers to the act of continuing to possess, control, and hold moisture retention of an employee. This also refers to the ability to keep skilled and talented employees in the organization

Rewards

This refers to a thing given to an employee in recognition of one's service, effort, or achievement.

Role characteristics

This refers to the set of socially expected and approved behavior patterns, consisting of both duties and privileges associated with a particular position in a group.

Wellness Coaching Program

This refers to a process that facilitates healthy, sustainable behavior change by challenging a client to develop their inner wisdom, identify their values and transform their goals into action.

Work performance

This refers to how an individual performs a job, task, or responsibility. Performance is evaluated for documented responsibilities objectives goals and reasonable expectations associated with a role, profession, and industry.

Work meaningfulness

This refers to positive and significant contributions of the job of one's life, and the satisfaction that an individual derives from their job.

Workplace pressure

This refers to the pressure of an employee experience at work. This means that you must finish a certain number of tasks within a certain timeframe. Pressure also motivates employees to excel and achieve but can be a hindrance to performance if it gets too high.

CHAPTER II

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter presents the analyzed and interpreted data gathered from the 55 respondents about the employee engagement programs in terms of the effectivity of the mental wellness coaching programs, rewards and recognition, health assistance program and retention programs at Pandanggo Account, Alorica Cebu IT Park, Apas Cebu City.

Table 1

Mental Wellness Coaching Programs

n = 55

Item	μ	Description
1. The company hire's a professional psychologist to assess and monitor employee behaviors.	3.85	Very Effective
2. The company gives full support for the improvement of employees' well-being at work.	3.78	Very Effective
3. The company ensures to give employees flexible work hours for the improvement of work-life balance.	3.61	Very Effective
4. The company encourages employees to develop camaraderie among peers around the workplace.	3.72	Very Effective
5. The company provides stress techniques that help improve mental health such as counseling, biofeedback, mental imagery relaxation, and deep breathing exercise.	3.76	Very Effective
Average Weighted Mean	3.74	Very Effective

Legend:

Mean Range	Description
3.26 – 4.00	Very Effective (VE)
2.51 – 3.25	Moderate Effective (ME)
1.76 – 2.50	Less Effective (LE)
1.00 – 1.75	Not Effective (NE)

Table 1 shows effectiveness of the employee engagement programs in the availability of the mental wellness coaching program with the average weighted mean of 3.74 and is significantly interpreted. In this area, all items are analyzed to a very effective. Item number 1 got the highest mean which denotes that's the respondents see the availability of a professional psychologist to help them assess their problems and monitor employee employees helps to improve productivity in the workplace. Items 2, 4 and 5 is significantly interpreted as very effective whereas employees see that these methods can improve the work sustainability and employees see that their employers' value their efforts and by ensuring their mental wellness. Item number 3 got the lowest mean in this area with the weighted mean of an of 3.61. Bhalla (2013) discuss that mental wellness programs aim to point out some conceptual aspects about the predominant theoretical approaches that explain the interrelation between Mental Health and Work. Therefore, companies should take this into consideration as these programs aims to meet the employees' current needs and enables them to work productively. Employees become productive and engaging with the help of the mental wellness coaching program as this help creates a healthy and safe working environment.

Table 2
Rewards and Recognition

n = 55

Item	μ	Description
1. The company provides successful incentives for employees such as free vacations, on-site personal messages, tuition reimbursement, and offsite employee activities.	3.55	Very Effective
2. The company provides monetary rewards such as bonuses, gifts cards, and extra paid time off.	3.71	Very Effective
3. The company host an employee appreciation event to recognize employees such as office outings, surprise celebrations such as employee appreciation, and holiday parties.	3.51	Very Effective
4. The company recognizes their employees in public to boost their confidence through giving "Employee of the Month."	3.65	Very Effective
5. The company acknowledges employees' years of service by giving bonuses that help employees to stay engaged while encouraging new hires to stay committed.	3.69	Very Effective
Average Weighted Mean	3.62	Very Effective

Table 2 shows the effectiveness of employee engagement program in providing rewards and recognition to employees with an average weighted mean of 3.62 which is interpreted as very effective. In this area, all item is significantly interpreted as very effective which denotes to the effectivity of rewards and recognition on employee engagement. Among all variables under rewards and recognition, item number 3 got the lowest mean which denotes that the employee sees that employee appreciation events such as office outings, employee

appreciation and holiday parties are the least effective way to have a sustainable working environment. However, Item number 2, got the highest rating among the items, which denotes that monetary rewards and benefits are one of the key factors that motivates employee to work productively and efficiently. Such rewards and methods provided by the company enables the employees to feel valued and appreciated by their efforts. According to Baskar (2015) states that recognition makes employees feel valued and appreciated. Employees who are recognized have higher self-esteem, more confidence, are more willing to take on new challenges, and are more eager to be innovative. With these rewards strategies, it helps the company to provide a strong workforce, it aims to achieve a friendly competition with in workplace as they value each one's effort. Employees who are motivated tends to become the company evangelist, who values the company's puts extra effort on their job. The rewards and recognition motivate employees to work productively and get motivated and it enables them to provide the ideal productivity that is needed to comply on the standards of the organization.

Table 3
Health Assistance Program

n = 55

Item	μ	Description
1. The company provides a benefits package as a reward for employees such as comprehensive health insurance.	3.81	Very Effective
2. The company provides personal consultation for employees regarding marital and family relationship concerns, emotional distress, and financial difficulties to help employees improve productivity.	3.69	Very Effective
3. The company can handle conflict management for the employees in the workplace.	3.70	Very Effective
4. The company can manage workplace health and safety programs for employees such as Health and Safety Information, Managing health and safety at work.	3.76	Very Effective
5. The company provides events that improve physical health such as yoga classes, free gym membership for employees, etc.	3.50	Very Effective
Average Weighted Mean	3.69	Very Effective

Table 3 shows the effectiveness of the health assistance program with the average weight of 3.69, which is interpreted as very effective. The table shows the availability and the effectiveness of health assistance program under the employee engagement programs in Alorica. According to the gathered data, all items in this area are interpreted to very effective and item number 1 accumulated the highest weighted mean of 3.81, while item number 5 got the lowest mean with 3.69 weighted mean. All items were seen by the employee's as an effective method to helps sustain a productive workforce in the company. It

motivates employees to provide quality of work based on the standards of the company. Health Assistance Programs under employee assistance program is one of the benefits that gives interest to most of the employees. Masi (2011) defines an employee assistance program as a worksite-based program, EAP also addresses productivity issues, it also helps resolve personal concerns including health, marital, family financial, alcohol, drug, legal, emotional stress, and other personal issues that could affect the employee's performance. Providing a healthy and safe working environment for the employees can drives satisfaction and reduces employee turnover. A healthy and safe working environment enables the company to work comfortably even in the toughest times. With the presence of an effective health assistance program, employees feel secured which is one of the main goals of the program.

Table 4
Retention Programs

n = 55

Item	μ	Description
1. The company provides a clear understanding of employees' career path development and promotion plans.	3.78	Very Effective
2. The company provides an exceptional onboarding experience for the employees to make them feel comfortable and capable of doing their job.	3.84	Very Effective
3. The company develops a stand-out culture to build a collaborative and supportive working environment.	3.80	Very Effective
4. The company was able to help employees reach their full potential with their respective position.	3.75	Very Effective
5. The company provides employee engagement platforms such as seeking employee feedback every end of the month to know the needs of improvement of employee's performance.	3.76	Very Effective
Average Weighted Mean	3.79	Very Effective

The table 4 indicates that retention programs has an impact on employee's engagement. The table shows that all items are analyzed as very effective where item number 1 got the highest rating according to the tabulated data gathered. Wherein the company provides employees a clear career path development and promotion plans. While item number 4 got the lowest weighted mean of 3.75 because employees believe that the guidance coming from their employers were somewhat less effective to help them reach full potential in their respective position. In item number 2, 3, and 5, employees feel more productive and

motivated to work because of the support and guidance they receive from the management. It enables employees to see the culture of support, whereas it achieves the core intention of the organization and the program which is to have a competitive and productive workforce. According to Terry 2020, organizations achieve high success through high engagement which develops a positive implication for productivity, absence, staff retention, innovation, and the level of customer service that employees provide. Alorica's achieved success in leading to become one of the competitive BPO companies is because of its highly competitive workforce. Employees feel much more secure with their job as they are guided thoroughly to keep them motivated in achieving great success. It also emphasizes how this program help create a sustainable growth of every employees in Alorica. It has maintained to have a high employee retention and provides a career development opportunity to employees who provide best results for the company.

Table 5
Summary of the Tables
n = 55

Indicators	μ	Description
1. Mental Wellness Coaching Program	3.74	Very Effective
2. Rewards and Recognition	3.62	Very Effective
3. Health Assistance Program	3.69	Very Effective
4. Retention Programs	3.76	Very Effective
Grand Mean	3.70	Very Effective

Table 5 presents the summary of the tables on the employee engagement programs at Pandanggo Account, Alorica Cebu IT Park, Apas Cebu City. As shown

in the table, all areas are interpreted as very effective where as it determines the importance of every employee engagement programs for employee's productivity and retention. According to the gathered data, Retention programs accumulated the highest weighted mean with an average of 3.70 and was interpreted as very effective. Therefore, it is clearly stated that among the four areas of the employee engagement programs in Alorica, employees think that Retention programs are the most effective program to help sustain productivity in the workplace. Employees also feels that the mental wellness coaching program is very effective in providing a healthy and safe working environment. It enables them to cope up with the different challenges that affects life and affects their mental health. The health assistance program and rewards and recognition are also interpreted as very effective as it has become one of the things that enables employee to feel motivated at work. According to the study of Fernet, Austin and Vallerand 2012 that motivation and commitment greatly impacts the performance of every employee to achieve high potential at work. It is also stated that autonomy, employee involvement, commitment to work, and satisfaction are the factors that help achieve meaningfulness at work (Kaur and Mittal, 2020).

CHAPTER III

THE PROPOSALS

This chapter presents the developed proposals to enhance the employee engagement programs provided by the company to enhance productivity.

The proposals respond to the survey's conclusion identified by the respondents as the most effective employee engagement programs in the previous chapter. An action plan was made to show the details of the scheme.

I. Proposal Title:

PROGRAM ENHANCEMENT AND DEVELOPMENT PLAN

II. Rationale:

The respondents evaluate the employee engagement programs at Pandanggo Account, Alorica Cebu, IT Park, Apas Cebu City in the areas of mental wellness coaching program, rewards and recognition, health assistance program and retention programs. To improve the employee engagement programs at Alorica, the researchers have come up to a proposal which aims to improve the existing programs in Alorica and increase the engagement of employees which drives to have a productive workforce and high profits. The researchers recommended a program enhancement strategy that aims to create diverse culture and inclusive working environment which improves the morale and productivity of every employee. Employees, especially who are in the entry level tends to have difficulties in achieving full potential on their work because of the very tough working environment. The wellness of employees should be the number one priority of the company most especially on the mental wellness of employees as

this helps determine how engaged employees are in the workplace. These programs serve a fundamental support in all aspects of the employee's day-to-day activities. The researchers ensure that the plan for the enhancement and development of every program in Alorica would be cost-efficient and is designed to create a sustainable development on the employee's engagement which aims to increase productivity, reduce turnover, improve customer satisfaction and boost employee's wellness.

Proposal Design

This proposal will outline the objective of this research on the employee engagement programs in Alorica Cebu. The rest of the proposals will provide the details in regards to the effectivity of employee engagement programs in Alorica such as mental wellness coaching program, rewards and recognition, health assistance program and retention programs.

The researchers have come up to a development plan that aims to improve the engagement of employees in the workplace. The researchers recommend to adopt the program enhancement and development plan which aims to enhance the existing programs that could improve the employee's sustainability and enables them to achieve high potential at work by making the company build a bigger purpose on improving the engagement programs. The Program Enhancement and Development Plan is made to enhance the existing engagement programs that could help the sustainability and efficiency of employees at work. This aims to determine also the causes and reason by employees tend to disengage as it creates an open space for employees to seek

help and address the certain causes that draws attention to the company's goals. This proposal is designed to increase employee's productivity by engaging them with different workplace sustainability activity and involvement to the community. The researchers have come up to utilize the "Coaching Leadership Method" to equip employees with the right knowledge on their job and achieve professional development. One of the reasons that employees tend to disengage is because of stress and anxiety that may come into a point where they feel discomfort in the workplace. The researchers proposed to incorporate the researcher's ideas on the Flexible Working Policy for the improvement of the working situation of employees as it helps the employees to work productively and provide efficient results on their work. Also, the company should promote "Physical Wellbeing in the Workplace" as this will help improve the well-being of employees which aims to increase the productivity. The company should provide enough rest, nutrition, stability and psychological safety to ensure that employees can achieve full potential on their work. Lastly, is to "Foster Innovative Reward Strategies" through rewarding success, making the intentions clear, create a comfortable working environment to make employees feel that they are important and holds a bigger purpose on what they are doing.

Budget Scheme

The researchers designed the plan to be cost-effective proposal to help improve the employee engagement programs at Alorica Cebu. The Budget for the 1st and 4th proposals can be derived from the company's budget for program development as these programs can benefit to develop employee's productivity

and for the company to ensure the effectiveness of the existing employee engagement programs. As for the 2nd proposal where the companies will be giving incentives and promotions and other benefits that increases engagement of employees, the allocation will come from the companies' budget on compensation budget and as for the 3rd proposal, since the company will be needing a physical wellness coach to create a wellness program and to ensure that there is someone in the company that will help employees get motivated and achieve the physical and health goals, the allocation will come from the compensation budget and the company's budget for the program development.

PART I

Table 6

PROPOSED ACTION PLAN

PROPOSAL No	References	Activity/Concern	Rating	Description	Proposed Corrective Action	Person Responsible	Timeframe	Budget
1	Table 1, Statement 3	The company ensures to give employees flexible work hours for the improvement of work-life balance.	3.61	Very Effective	Flexible Working Policy	Mental Wellness Coach and HR Personnel	June 2022	-
2	Table2, Statement 3	The company host an employee appreciation event to recognize employee employees such as office outings, surprise celebrations such as employee appreciation, and holiday parties.	3.51	Very Effective	Innovative reward strategies	Team Leaders and HR Personnel	June 2022	15,000
3	Table 3, Statement 5	The company provides events that improve physical health such as yoga classes, free gym membership for employees, etc.	3.50	Very Effective	Physical Wellbeing in the Workplace	Wellness Coach and HR Personnel	June 2022	20,000
4	Table 4, Statement 4	The company was able to help employees reach their full potential with their respective position.	3.75	Very Effective	Coaching Leadership Strategy	Team Leaders and HR Personnel	June – August 2022	-

PART II

PROPOSAL DETAILS

Proposal No. 1: **Flexible Working Policy**

This proposal aims to implement the flexible working policy for employees. This enables employees to work comfortably as it enables them feel most productive and motivated. This can assist employees to balance personal needs while considering on the business needs. The flexible working policy will help improve the working conditions of employees, this can increase employee satisfaction and retention, it also enables the organization to increase hiring flexibility and reduce operating cost. The researchers would like to incorporate the ideas and strategies for the improvement of the flexible working policy. The availability of the flexible time will depend on how many hours left in the shift, minimum is 30 minutes. It is a way to show appreciation to the employees for doing the job and also a great motivation to hit the expected productivity. This policy only applies for employees that already hit the quota or the ideal productivity of the shift. They can use it to avail more break time, to sleep or even use it to go home early. The researchers propose to have a flexible working arrangement to have a more diverse talent teams that leads to a far more creative and productive workplace. This proposal aims to implement a successful flexible workplace culture in Alorica as it increased productivity, can improved work culture by allowing employees to have a better work-life balance, encouraging them to become happier and more fulfilled in their personal lives, as it also gives them hold their work in much higher regard.

Proposal No. 2: **Innovative Reward Strategies**

The proposal aims to foster innovation in the workplace. Innovation has become one of the biggest steps that every organization has, in generating new ideas or approaching existing ways and concepts that aims to enable employees to immerse themselves in adopting the culture that leads to a positive effect. Fostering innovative reward strategies is a practice that enables employees in every level to use and develop their skills, knowledge, experience and creativity to the fullest extent. It aims to enhance the business performance, engagement in the workplace and creates a positive outcome on the wellbeing of every employee. The researchers recommend to foster and adopt these innovative strategies such as rewarding employees' innovative ideas through responsibility, providing engagement activities such work night out, appreciation of employees' effort, rewarding the team, offering promotions and fostering the culture of acknowledgement. In these types of engagement, employees will become more motivated and highly productive. In fostering innovation, it is not something that you can force, but you can encourage it.

The researchers propose a budget of P15,000 on fostering the innovative rewards strategies to serve as incentives and rewards for employees to help them become more motivated on their work. The budget will come from the Human Resource Department and this will serve as a reward for successful teams who will meet the standard of what the organization needs. The budget will be used as

rewards to acknowledge the effort of every employees through work night out, happy hours, the team get together, or coffee breaks.

Proposal No. 3: **Physical Wellbeing in the Workplace**

The proposal is about promoting the physical well-being of the employees in the workplace. Employees who are the healthiest will do up to three times as much work as those who are the least healthy. Employees that are physically fit will sleep better, resulting in more enthusiastic work performance. This method aims to help your employee to be physically fit and active in working. Employees must be able to prioritize their health if they are to focus on their work. Employees that are healthy can concentrate better on their work while employees who are ill find it difficult to concentrate on their task no matter how hard they try. This proposal will boost the employees' focus and help them work more flexible to achieve their goals. Improving overall employee wellness can be a difficult and time-consuming endeavor. However, by this proposal, the company will be hiring Physical Wellness Coach that provides physical activities which helps enhances the productivity of each employee such as Mid-Day fitness, meditation breaks, wellness and fitness challenges, and to conduct employee surveys to assess the engagement of employees. Also, the proposal aims to provide training session for employees on the different types of massage techniques for beginners for employees to have basic knowledge on the different relieving activities. With this, the researchers proposed to have a wellness day scheduled in every 1st and 3rd Monday of the month, a motivational activity that increases the productivity of employees in the workplace. The wellness day is composed of different activities

that allows employees to engage with their peers as this helps create a safe and healthy working environment not just physical but also mentally. This identifies your company's issues and provides a comprehensive way to administer health, safety, and wellbeing in the workplace.

The researchers propose a budget of P20,000 in maximum to finance to the needs on the implementation of the different activities and for the improvements of this proposals. The budget will come from the Human Resource Department as it belongs to the employee engagement programs of the organization. The budget will be used as compensation of the wellness coach and other needed materials and miscellaneous expenses that will be used for the implementation and effectivity of the activities provided by the wellness coach that also correlates to the needs of the employees.

Proposal No. 4: **Coaching Leadership Strategy**

The proposal is about utilizing the Coaching Leadership Method which will be part of the hiring and onboarding process of every employees. This proposal is about having someone in the management team to guide every entry level and most especially for employees who tend to be disengaged and unmotivated in the workplace. The Coaching Leadership method aims to create a connection with the employees and provide proper education and guidance towards their career opportunities. With that, employees should also undergo an onboarding experience to let the employees connect to your company by introducing them to the mentors early, setting expectations, prioritizing relationship building and creating a smooth transition from onboarding to regular employees. This can be

done through continuous learning methods provided to the team leaders and employees which could help them gain more knowledge and experience, this does not only require leadership from the management but also to the passionate employees from the various levels and departments within the organization. In this proposal, the researchers want to ensure that the employees will understand the concept of sustainability and the culture that the company is trying to implement and be able to provide a clear message to align the employees to the mission and vision of the company and let them engage. The Human Resource Department will be providing trainings to improve team leader's capability to handle the employees through emotional and competency. This proposal aims to adopt the mentor and mentee program to build support system in workplace as it also allows the team leaders to reach with their agents to share the learning concept they have learn from the training provided to them.

Post Evaluation Scheme

To assess the effectiveness of the proposals on the employee engagement programs, a modified descriptive survey questionnaire used in this research will be utilize for data gathering will be used after a year. This is to evaluate the implementation and fostering of the Professional Development Program Plan which focuses on the Stress-it-out Program, Foster Innovative Reward Strategy, Promoting Physical Wellbeing in the Workplace and Utilizing the Coaching Leadership Method. The outcome of these proposals will become evident in the improvement of the employee engagement programs at Alorica.

CHAPTER IV

SUMMARY, FINDINGS, CONCLUSION AND RECOMMENDATIONS

This chapter presents the summary, findings conclusion and recommendations from the results of the analysis.

SUMMARY

The study has determined the effectiveness of employee engagement programs at Pandanggo Account, Alorica, Cebu IT Park, Apas Cebu City as the basis for proposals for improvement.

Specifically, it answers the following

1. As assessed by the respondents, how effective are the employee engagement programs in the terms of:

1.1 Mental Wellness Coaching Program;

1.2 Rewards and Recognition;

1.3 Health Assistance Program; and

1.4 Retention Programs?

2. Based on the findings of the study, what proposal for improvement can be forwarded?

The study used a descriptive survey method with the aid of a researcher-made questionnaire as the main instrument for the data gathering in Alorica Cebu under the Project Pandanggo Account in IT Park, Apas, Cebu City in the

Availability of Mental Wellness Coaching Programs, Rewards and Recognition, Health Assistance Program and Retention Programs.

FINDINGS

The following findings are derived from data analysis during the study:

1. The mental wellness coaching program have been rated as very effective with a factor average of 3.74.
2. The rewards and recognition have been interpreted as very effective with the factor average of 3.62.
3. The health assistance program resulted in being very effective with the factor average of 3.69.
4. The retention program has a description of very effective with the factor average of 3.79.
5. Overall, the study found out that all employee engagement programs implemented for the four variables were very effective with the factor average of 3.70.

CONCLUSION

In reference to the results of the conducted research, the researchers then concluded that the Employee Engagement Program has a significant impact on employees' productivity in the organization, considering all variables presented were interpreted as Very Effective. The result affirmed Vallerand (2012) which believed that employee motivation has a direct impact on employee commitment and performance. In accordance with the company's employee engagement

policy, leaders recommend employees for enhanced development programs has improved employee engagement, in that employees feel leaders care about their success and organizational engagement. These personal goals influence how well an employee performs at work.

RECOMMENDATIONS

In the bases of the findings and the conclusions of the study, the researchers present the following recommendations:

Primary Recommendation

To implement the proposals outlined in Chapter III of this research.

Secondary Recommendation

Employee engagement programs in Alorica Cebu under Pandanggo Account, has been rated as very effective. However, to further improve effectiveness of the engagement programs, the researchers recommend seeking further studies to the following:

1. Importance of Mental and Physical Wellness of every employee.
2. Improvement of the Coaching Leadership Methods for employees having a work from home set-up.
3. Improvement of employee engagement programs for employees that are in a work-from-home setup.

LIST OF REFERENCES

A. Journals

- Amit, L. M., Song, Y. W., & Ultra, V. U. (2020). Predictors of occupational health outcomes of call center workers from selected companies in Cebu and Manila. *Philippine Journal of Science*, 149(4), 1189-1199. https://philjournalsci.dost.gov.ph/images/pdf/pjs_pdf/vol149no4/predictors_of_occupational_health_outcomes_of_call_center_workers.pdf?fbclid=IwAR1fl-mM0zvVgDo4LRphlr0E_z0oxEjg29pXeKCJQ9he5JJnKaNDmLHlkfA
- Austin, S., Fernet, C., & Vallerand R. (2012) The effects of work motivation on employee exhaustion and commitment: an extension of the JD-R model. *Routledge Taylor and Francis Group*, 23(3), 213 – 229. [The effects of work motivation on employee exhaustion and commitment: An extension of the JD-R model \(selfdeterminationtheory.org\)](https://selfdeterminationtheory.org/)
- Bunchapattanasakda, C., & Sun, L. (2019). Employee engagement: A literature review. *International Journal of Human Resource Studies*, 9(1), 63- 80. https://www.researchgate.net/publication/330139773_Employee_Engagement_ALiterature_Review
- Chutke, A. N. (2016). Cognitive employee engagement. *Anveshana's International Journal of Research in Regional Studies, Law, Social Sciences, Journalism and Management Practices*, 1(11), 9-14. <http://publications.anveshanaindia.com/wp-content/uploads/2016/12/COGNITIVE-EMPLOYEE-ENGAGEMENT-1.pdf>

- Clarke, N., & MacLeod, D. (2009). Engagement for success: Enhancing performance through employee engagement. *A report to Government*, 1-150. <https://dera.ioe.ac.uk/1810/1/file52215.pdf>
- Gifford, J. & Young, J. (2021, January 27). *Employee engagement and Motivation*. factsheet 20211204T170504.pdf
- Kaur, P., & Mittal, A. (2020). Meaningfulness of work and employee engagement: The role of affective commitment. *The Open Psychology Journal*, 13, 115-122.
<https://openpsychologyjournal.com/contents/volumes/V13/TOPSYJ-13-115/TOPSYJ-13-115.pdf>
- Khan, A. W. (1990). Psychological conditions of personal engagement and disengagement at work. *The Management Journal*, 33(4), 692-724.
<https://www.talenteck.com/academic/Kahn-1990.pdf>
- Masi, D. A. (2011) Definition of employee assistance programs. *UMB Digital Archive*, 1-13.
<https://archive.hshsl.umaryland.edu/bitstream/handle/10713/3360/Definition%20and%20History%20of%20Employee%20Assistance%20Programs%20.pdf?sequence=1&isAllowed=y>
- Pillai, V. V. & Vasani, P. J. (2019). *International Journal of Applied Research: To study on employee engagement and their impact on employee performance*, 5(4), 490-493.
<https://www.allresearchjournal.com/archives/2019/vol5issue4/Parth/5-4-36-625.pdf>

Shankar, S., & Shettigar, R. (n.d.). Impact of employee engagement on organizational effectiveness: An empirical study. *Turkish Journal of Physiotherapy and Rehabilitation*, 32(2), 3878-3883.
<https://turkjphysiotherrehabil.org/pub/pdf/322/32-2-503.pdf>

B. Electronic Sources

Ability Options (n.d.). *Benefits of flexible working arrangements for your business*.
<https://abilityoptions.org.au/benefits-of-flexible-working-arrangements-for-your-business/>

Baskar, P. R. (2013, January). *A study on the impact of rewards and recognition on employee motivation*. (PDF) A Study on the Impact of Rewards and Recognition on Employee Motivation (researchgate.net)

Bhalla, R. (2013, July 24). *Employee retention*. Employee retention (slideshare.net)

Chutke, A. (2016, December 16). *Employee Engagement: A driver of organizational effectiveness*. EMPLOYEE ENGAGEMENT: A DRIVER OF ORGANIZATIONAL EFFECTIVENESS (linkedin.com)

IGI Global (n.d.) *Employee engagement as a contemporary issue in HRM*.
<https://www.igi-global.com/chapter/employee-engagement-as-a-contemporary-issue-in-hrm/221396>

Juneja, P. (n.d.). *Characteristics of engaged workforce*.
<https://www.managementstudyguide.com/characteristics-of-engaged-workforce.htm>

- Lucero, K. (2015, February 26). *What is a disengaged employee? How can you identify them?* <https://www.xactlycorp.com/blog/spot-disengaged-employee>
- Marwick, C. & Smith, G. R. (2009). *Employee Engagment: a review of current thinking.* [Employee Engagement: A review of current thinking \(employment-studies.co.uk\)](https://www.employeeengagement.com/)
- Randstad Risesmart (2021, December 8). *6 guidelines to implement a successful flexible workplace culture.* <https://www.randstadrisemart.com/blog/6-guidelines-implement-flexible-work-culture>
- Sage HR. (2019). *5 critical factors affecting employee productivity at work.* <https://blog.sage.hr/5-critical-factors-affecting-employee-productivity-at-work/>
- Seligman, M. E. P. (2002). Positive psychology, positive prevention, and positive therapy. [Positive psychology, positive prevention, and positive therapy. - PsycNET \(apa.org\)](https://www.apa.org/psychnet/positive-psychology/positive-prevention-and-positive-therapy)
- Sinclair, S. (2020, November 2). *Kahn's 3 dimensions of employee engagement: Still good to go in 2021?* <https://www.talkfreely.com/blog/dimensions-of-employee-engagement>
- Sinclair, S. (2021, April 27). *Employee engagement theory: How can we engage remote workers?* <https://www.talkfreely.com/blog/employee-engagement-theory>

Singh, Y. (2019). *Employee engagement as a contemporary issue in HRM.*

<https://www.igi-global.com/chapter/employee-engagement-as-a-contemporary-issue-in-hrm/221396>

Sorenson, S. (2013, June 20). *How employee engagement drives growth.*

<https://www.gallup.com/workplace/236927/employee-engagement-drives-growth.aspx>

Terry, M. (2020, April 30). *Kahn's 3 dimensions of employee engagement: still*

good to go in 2020? <https://www.talkfreely.com/blog/dimensions-of-employee-engagement>

Turchetti, C. (2018, March 21). *How to increase employee productivity and*

performance with workplace innovation. <https://www.eipa.eu/increase-employee-productivity-workplace-innovation/>

APPENDICES

Appendix A
Transmittal Letter

Arnold Neptali Ramas
Team Leader
Alorica
Cebu IT Park, Apas Cebu City

Dear Mr. Ramas,

We are third-year Human Resource Management students from the University of San Jose-Recoletos. We are writing to request permission to conduct business research at your company.

In compliance with our requirements, we decided to choose this company as the subject of our study on Employee Engagement Programs; we humbly ask your permission to allow us to conduct a research survey on your account. The data and results of this study will remain confidential and to be used for educational purposes only.

Attached herewith are the sample questionnaires for your reference. You may contact us through this email: kevinbabor19@gmail.com / leonidojunard.palabrica@gmail.com. Your approval will be greatly appreciated.

Thank you very much for taking the time to read this letter. Have a great day ahead.

Respectfully yours,



Leonido Junad B. Palabrica
Group Leader

Approved by:



Arnold Neptali Ramas
Team Leader

Appendix B

Survey Questionnaire

This questionnaire is designed for the purpose of writing a thesis proposal. This serves as the research instrument in the data gathering entitled Employee Engagement Programs at Pandanggo Account, Alorica, Cebu IT Park, Apas, Cebu City. The questions are made to determine the effectiveness of the Employee Engagement Programs at Alorica, and what is the impact of these on the performance of employees. Your assistance will be highly appreciated.

Rest assured that all data gathered will be treated confidentiality.

INSTRUCTION: Answer the following questions by putting a checkmark (☐) whether the items are observed as Very Effective, Moderately Effective, Less Effective, and Not Effective.

Scale	Description	Interpretation
4	- Very Effective (VE)	which means that the programs are implemented <u>all the time.</u>
3	- Moderately Effective (ME)	which means that the programs are implemented <u>oftentimes.</u>
2	- Less Effective (LE)	which means that the programs are <u>sometimes</u> implemented.
1	- Not Effective (NE)	which means that the programs are <u>never</u> implemented.

MENTAL WELLNESS COACHING PROGRAMS	4 (VE)	3 (ME)	2 (LE)	1 (NE)
1. The company hire's a professional psychologist to assess and monitor employee behaviors.				
2. The company gives full support for the improvement of employees' well-being at work.				
3. The company ensures to give employees flexible work hours for the improvement of work-life balance.				
4. The company encourages employees to develop camaraderie among peers around the workplace.				
5. The company provides stress techniques that help improve mental health such as counseling, biofeedback, mental imagery relaxation, and deep breathing exercise.				
REWARDS AND RECOGNITION	4 (VE)	3 (ME)	2 (LE)	1 (NE)
1. The company provides successful incentives for employees such as free vacations, on-site personal messages, tuition reimbursement, and offsite employee activities.				
2. The company provides monetary rewards such as bonuses, gifts cards, and extra paid time off.				
3. The company host an employee appreciation event to recognize employee employees such as office outings, surprise celebrations such as employee appreciation, and holiday parties.				
4. The company recognizes their employees in public to boost their confidence through giving "Employee of the Month."				
5. The company acknowledges employees' years of service by giving bonuses that help employees to stay engaged while encouraging new hires to stay committed.				

HEALTH ASSISTANCE PROGRAM	4 (VE)	3 (ME)	2 (LE)	1 (NE)
6. The company provides a benefits package as a reward for employees such as comprehensive health insurance.				
7. The company provides personal consultation for employees regarding marital and family relationship concerns, emotional distress, and financial difficulties to help employees improve productivity.				
8. The company can handle conflict management for the employees in the workplace.				
9. The company can manage workplace health and safety programs for employees such as Health and Safety Information, Managing health and safety at work.				
10. The company provides events that improve physical health such as yoga classes, free gym membership for employees, etc.				
RETENTION PROGRAMS	4 (VE)	3 (ME)	2 (LE)	1 (NE)
1. The company provides a clear understanding of employees' career path development and promotion plans.				
2. The company provides an exceptional onboarding experience for the employees to make them feel comfortable and capable of doing their job.				
3. The company develops a stand-out culture to build a collaborative and supportive working environment.				
4. The company was able to help employees reach their full potential with their respective position.				
5. The company provides employee engagement platforms such as seeking employee feedback every end of the month to know the needs of improvement of employee's performance.				

CURRICULUM VITAE

I. PERSONAL DATA

Name : Kevin M. Babor
Address : 138 Juana Osmena Drive Barangay
Kamputhaw Cebu City
Birth Date : November 22, 1999
Gender : Male
Civil Status : Single



II. EDUCATIONAL ATTAINMENT

College : Bachelor of Science in Business Administration
Major in Human Resource Management
University of San Jose – Recoletos
Magallanes St. Cebu City,
2018 - Present

Senior High School : University of Southern Philippines Foundation
Salinas Drive, Lahug, Cebu City
2016 - 2018

Junior High School : University of Southern Philippines Foundation
Mabini St., Brgy. Central, Cebu City
2012-2016

Grade School : Mabolo Elementary School
2006-2012

I. PERSONAL DATA

Name : Gerevelle G. Buralo
Address : Hagdan, Oslob, Cebu
Birth Date : December 3, 1999
Gender : Female
Civil Status : Single

**II. EDUCATIONAL ATTAINMENT**

College : Bachelor of Science in Business Administration
Major in Human Resource Management
University of San Jose – Recoletos
Magallanes St. Cebu City,
2018 – Present

Senior High School : Oslob National High School
Lagundi, Oslob, Cebu
2016 - 2018

Junior High School : Oslob National High School
Lagundi, Oslob, Cebu
2012 -2016

Grade School : Daanlungsod Elementary School
Daanlungsod, Oslob, Cebu
2006 – 2012

I. PERSONAL DATA

Name : Zildjain Diva
Address : Tayud, Liloan, Cebu,
Birth Date : October 14, 1999
Gender : Male
Civil Status : Single

**II. EDUCATIONAL ATTAINMENT**

College : Bachelor of Science in Business Management major
in Human Resource Management
University of San Jose – Recoletos
Magallanes St. Cebu City,
2018 - Present

Senior High School : University of Cebu Lapu-Lapu and Mandaue
A.C Cortes Ave., Mandaue City, Cebu
2016 - 2018

Junior High School : Tabok National High School 1
Tabok, Mandaue City, Cebu
2012 - 2016

Grade School : Tabok Elementary 2
Tabok, Mandaue City, Cebu
2006 - 2012

I. PERSONAL DATA

Name : Lea Micaela L. Mabitad
Address : M-5 G Ouano St., Cambaro,
Mandaue City
Birth Date : September 15, 1999
Gender : Female
Civil Status : Single

**II. EDUCATIONAL ATTAINMENT**

College : Bachelor of Science in Business Administration
Major in Human Resource Management
University of San Jose – Recoletos
Magallanes St. Cebu City,
2018 – Present

Senior High School : University of Cebu Lapu-Lapu and Mandaue
A.C Cortes Ave., Mandaue City, Cebu
2016 - 2018

Junior High School : Marigondon National High School
Maximo V. Patalinghug Jr Ave., Lapu-Lapu City
2012 - 2016

Grade School : Sudtunggan Elementary School
Basak-Sudtunggan Rd., Lapu-Lapu City, Cebu
2006-2012

I. PERSONAL DATA

Name : Leonido Junard B. Palbrica
Address : Landing, Catarman Liloan, Cebu
Birth Date : April 14, 1999
Gender : Male
Civil Status : Single

**II. EDUCATIONAL ATTAINMENT**

College : Bachelor of Science in Business and Management
major in Human Resource Management
University of San Jose – Recoletos
Magallanes St. Cebu City,
2018 - Present

Senior High School : La Consolacion College – Liloan
Poblacion, Liloan Cebu
2016 - 2018

Junior High School : Liloan National High School
Poblacion, Liloan Cebu
2012-2016

Grade School : Sta. Cruz Learning Center
Landing Catarman, Liloan Cebu
2006-2012