

Original Article

# Socialization and Organizational Culture as Correlates of Work Engagement of Government Employees

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Received: 03 April 2023

Revised: 06 May 2023

Accepted: 22 May 2023

Published: 05 June 2023

**Abstract** - This paper determined the interrelationship between socialization, organizational culture and work engagement among government employees in Davao del Norte. The researcher employed a descriptive-correlational method, and mean and Pearson-r were used in the data treatment. Adapted survey questionnaires were used to survey 340 respondents who are permanent, casual, and job-order employees in the Local Government Unit of Panabo. The selection of study participants was done through stratified sampling. Statistical findings showed very high levels of socialization, organizational culture and work engagement among study participants. Further, results revealed a significant relationship between organizational culture and work engagement, organizational culture and socialization, and socialization and work engagement.

**Keywords** - Administration, Government employees, Organizational culture, Philippines, Socialization, Work engagement.

## 1. Introduction

In an organization, it has been prevalent that work engagement is important. In recent studies, it was revealed that the degree to which employees feel empowered and motivated to help their organization to succeed is closely related to work engagement. Engaged employees tend to work more efficiently, stay with their organization for longer years, and are more satisfied with their organization. [65] However, the challenge lies with how the organization can enable the employees to become engaged. It is already a problem when the organization hires employees not fit for the job, which can give them little resources to finish a job, creating the least conducive environment for the employees to become engaged. Organizations must develop a culture that prioritizes developing people wherever possible. Retaining employees by making a determined effort to enhance their experience is more important than ever. The culture must change from the top down, and leadership must support this transition. [24]

An organization is a group of people working together to accomplish a certain goal. The concept that holds the group together, uniting the employees, giving them purpose and aiding in coping with complicated changes is collectively called organizational culture. Employees can achieve goals and find fulfilment in their jobs with the aid of a solid organizational culture. An organization's organizational culture analysis may be used to predict things like employee engagement in the company, job satisfaction, and the likelihood that a quality improvement project would be successful; [5,51]. It is in this likelihood that

organizational culture is considered a variable that greatly affects the engagement of employees.

Further, new hires, particularly recent graduates and those making career transitions may run into issues like organizational environment ambiguity, team adaptation, or expectation deviations. For new employees to adjust to new occupations and learn how to take on new roles in the organization at this point, organizational socialization techniques like organizational norm learning, organizational culture exposure, or job skill training are crucial. By giving new hires learning opportunities, organizational socialization is an essential process for assisting people in understanding better corporate goals, behavioural standards, and duties, as well as helping them become insiders of the organization. [28,56,95]

The set organizational culture within the workplace acts as a sort of guidance to the employees, for organizational culture is composed of established values and norms, which can be deemed effective or ineffective through the employee's work output. [4,10] Understanding the circumstances under which some people will participate actively while others will disengage is critical for both employees and employers. Organizational values, along with beliefs, assumptions, expectations, attitudes, philosophies, and conventions, form the foundation of organizational culture and are essential to an organization's individual identity. Further, equally important as organizational culture, socialization also plays a role in the adjusting, adaptation, and engagement of government employees, especially those who are new to the



organization. Work engagement is a necessary indicator of the overall state of an organization, meaning that the engagement of government employees directly affects the entirety of government personnel. There is a need to dive into this study to look into the adverse effects of issues that persist from negative or lack of work engagement among government personnel.

This study will explore the aspects of organizational culture and socialization and the comprehensive strategies that can be developed to establish further a positive organizational culture and socialization, which will positively affect the work engagement of those within the institution. This is indeed necessary, especially among government organizations, for the fact that this study is being employed for the benefit of the government employees and so to further improve their performance through the intervention of socialization that would improve both the culture and engagement in the public service sector.

The intention of this study is to determine the relationship between socialization and organizational culture on work engagement in the context of government employees in Davao Del Norte. Moreover, this study is guided by the subsequent objectives: To describe the level of socialization among government employees in Davao del Norte in terms of Organizational socialization, Task Group Socialization, and Work Socialization; To describe the level of organizational culture in the local government of Davao del Norte in terms of Bureaucratic, Innovative, and Supportive; To ascertain the level of work engagement among government employees in Davao del Norte in terms of Physical work engagement, Emotional work engagement, Cognitive work engagement; To establish the significance of the relationship between Organizational culture and work engagement and Socialization and work engagement.

Two hypotheses in this study were tested at 0.05 level of significance: There is no significant relationship between organizational culture and work engagement; There is no significant relationship between socialization and work engagement.

## 2. Review of Related Literature

This section deals with the review of related literature that has a bearing on the subject matter at hand. These pieces of literature were taken from books, web articles, and reputable research journals. A detailed discussion of each variable found in the study is discussed, and how those variables pertain to the organization as a whole. The discussion of organizational culture and work engagement will be throughout the review of related literature, as it is defined and expounded to give further credibility to the study.

### 2.1. Organizational Culture

Culture is the mentalities, qualities, convictions, and practices shared by a specific group of individuals. While numerous endeavours have been made to assess these components, few valid and reliable instruments have been intended and designed for use as a general measure of organizational culture. [32] The common values and standards of an organization's members make up its organizational culture. Common standards, ideas, and values held by group members make up its culture. [49]

In another article, the behaviour of employees in the workplace, the attitudes, temperaments, and cohesion of the staff, and the leadership's and staff's vision and values are the three main aspects of an organization's culture. Let us look at the first essential element, which is how employees behave at work. One way we can study organizational culture is by observing it. Employee conduct significantly influences fundamentals like teamwork and workplace effectiveness. Employee conduct is defined as how co-workers treat, value, and engage with one another. [55] Community and justice are two essential components of a great workplace. In an article on outstanding corporate cultures, it was discussed that when workers treat one another with respect, they establish friendships beyond simple co-worker relationships and a sense of unity that makes them very effective as a group and for the company. [43]

Further, the employees' attitudes, temperaments, and cohesion can be summed up as the second essential aspect of corporate culture. Despite appearing to overlap with the first, several elements are separate from one another. Words are just as essential as actions in this regard. This is evident in a variety of ways, including the general demeanour of each person in addition to how they interact with one another, the management, and job tasks. Individuals' temperaments play a significant role in managing their emotions, controlling their conduct, and feeling about others around them in general. [55,73] If a staff values collaboration and excellent communication, they are considered to function cohesively. [36] Lastly, the mission and values of personnel and leadership make up the third essential element of culture. The final method for understanding culture looked at the staff's beliefs. [55]

Additionally, there are three key reasons why organizational culture is significant. First, the culture of the company determines the working atmosphere. The setting will be conducive to cooperation, and the workers will be successful working together if there is a positive organizational culture among the staff members, shared values, and a sense of common purpose. Contrarily, if employees cannot get along, do not respect one another, and feel as though they cannot relate to one another, this creates a bad organizational culture and makes the workplace

hostile. As a result, employees will not cooperate and might spend more mental energy dreading work than enjoying it. Lastly, an organization's culture has an impact on teamwork and production. [37] Good corporate culture makes employees feel more valued and supported, which makes them more at ease at work and helps the team function more effectively through trying times. This is because each team member is more productive on his own, and as the team becomes more cohesive, they start to produce more through the synergistic effects of working together. Finally, an organization's culture influences every other business area, including employee timeliness and the tone of both written and vocal communications. [99]

Also, one measure produced for this purpose was the assessment of bureaucratic, innovative, and supportive culture. Bureaucratic cultures have hierarchical structures with clearly characterized lines of duty and profoundly manage to work in an arranged and controlled manner. On the other hand, innovative cultures tend to be venturesome, results-oriented and portrayed by innovativeness and risk-taking, making them challenging, pressurized places to work. Meanwhile, supportive cultures are described as harmonious and equitable social interactions where trust, collaboration, and personal freedom are encouraged. [25,91,96]

Moreover, an organizational culture varies from one type to another, which makes them unique and distinct from one another. Therefore, it is not realistic to categorize any given organization as being entirely of one type. Instead, every organization's culture can be assessed for its degrees of bureaucracy, innovativeness, and supportiveness. The conceptual connection between socialization and culture is based unequivocally on sociological theory, such that social psychologists usually include the transmission of cultural values as part of the definition of socialization. [3,21,72,90]

The first indicator of organizational culture is bureaucratic organizational culture. Centuries ago, up until today, the term bureaucracy in organizations has been associated with clear hierarchies giving standardized processes and strict rules and policies. Considering a high degree of formality and a large system of rules and regulations, the bureaucratic government provides consequences to those who disobey. The bureaucratic culture has also received much criticism due to the rigid division of labour and strict implementation of rules. However, what makes it popular until the current times is that it is more advantageous than other organization structures for it emphasises formal rules and organized working etiquette. [66]

Thus, when the bureaucratic organizational culture was first used and described by German sociologist Max Weber, he believed this was the most efficient way to run an

organization. Nowadays, many establishments apply this culture, such as colleges, universities, police departments and government agencies. To maintain control and uniformity, they rely on standardized policies and procedures wherein employees have clearly defined roles and responsibilities. Some of the advantages of a bureaucratic organizational culture are accountability, job security, and equal chances to succeed, while its disadvantages are poor financial management, decreased employee morale, and less autonomy for employees. But despite the judgments and criticisms, bureaucratic organizations continue to exist and manage and supervise their people. [55]

Another important factor widely emphasized in most research is the bureaucratic culture. The work is systematic and organized; these cultures are typically built on power and control. People who are ambitious or innovative are unlikely to be drawn to or retained by a strong bureaucratic culture. The attention to detail reflects the bureaucratic structure. [59,63,96] In a bureaucratic organizational culture, there are extensive rules and regulations that employees are expected to abide by in this company, and one of the company's catchphrases is "If it ain't broke, do not fix it." Administrators closely monitor staff to make sure there are no anomalies. Management, irrespective of the effect on employee morale or attrition, is concerned with high efficiency. This organizational structure maintains many olden practices, such as work tasks being created with individuals in mind, many divisions and lines of authority, and employees being expected to refrain from official interactions with co-workers outside of their functional area or line of command. Individual effort is given priority in success evaluations and rewards, while seniority is still the main determinant of salary raises and promotions. [15]

Consequently, to exert control and affect behaviour, power must be used in any given organization. The phrase "organizational culture focused on inequality of access to resources" is used to describe power-oriented cultures. Another definition of organizational culture states that it "has a primary power source from which beams of energy scatter across the organization." This suggests that authority is concentrated in one place and that functional and specialized strings bind organizational representatives to the centre. This type of organizational culture may also be referred to as rule-oriented in that it emphasizes deference to authority, rationality in procedures, division of labour, and normalization. Power-focused communities exist in both small and major organizations. [39,40,41]

The second indicator of organizational culture is innovative organizational culture. Innovation does not necessarily mean bringing in a new technological element. It can combine existing technologies to propose new applications. In products and material goods, innovation

relates to the idea of either the technology used or the functions or uses implemented. An organization with innovative culture is characterized by flexibility, adaptability, and experimenting with new ideas. In other words, the innovative organizational culture expresses people belonging to the association, their past, and their current beliefs, ideas, and behaviours. They make innovations happen, and they do so consistently over time. [30]

Likewise, innovation culture exists within the organization when the members actively engage in filling three essential roles: look for insights to develop into ideas and then into value-adding innovations. You cannot innovate if you have something to create in mind. You must gain information from the other people surrounding you and from the environment you have. When you have ideas already, you can develop them into something real that is beneficial not just for yourself but also for others. Through socialization, you can create a strong and innovative culture, for a strong culture is one that is shared by organizational members. [30]

In the same manner, the process of creating an innovation culture is continuous. It begins with having a clear idea of where you want to go, considering what behaviours can help you get there, and considering which of those behaviours might stick (with the correct type of attention) in your existing culture. The culture gradually shifts as new methods are introduced, adopted, and produce the desired effects over time. Open innovation gains popularity if, for instance, it produces results and resolves significant problems. The habit can be supported over time by fresh interventions until ingrained in the culture. [33]

The last indicator of organizational culture is supportive organizational culture. A supportive organizational culture takes into consideration the health, safety and well-being of the employees without compromising social and psychological conditions. They know in the first place that the organization itself would not grow without the members. That is the reason why they give full attention to the employees' growth and development and, at the same time, build positive interpersonal relationships between people, their work, and their organization. [92]

Hence, employees would be more motivated, engaged, and empowered when surrounded by supportive people and a supportive culture. They will naturally perform at their best in every task they are assigned. In consideration, the delivery, product quality and overall organizational performance would improve. Moreover, if an organization normally employs a supportive culture, they indeed trust their members to think and act on their own while still being responsible for their actions. [92] Having this kind of

culture, no one would be left behind, but instead, they are pulling each other up. Through clarifying goals and objectives, training processes and procedures and empowering people, it would assure each person within the organization that they are trusted well enough to carefully decide for the betterment of everyone while the whole team got their backs. [26]

In the same manner, an organizational culture that emphasizes how an organization tends to support its personnel is called a supportive organizational culture. Employees are inspired, encouraged, and given a chance to advance in their careers in a supportive culture (or under sound leadership). Employees tend to be content to work in this type of organization, which will boost job satisfaction. Employees who work in organizations with supportive cultures report high job satisfaction levels. Job satisfaction will rise when employees feel supported by the company. [1,4,67,85]

## 2.2. Socialization

Socialization occurs in an organizational setting as soon as the new employee 'learns the ropes' by becoming sensitive to the formal and casual force structure and the unequivocal and certain standards of conduct. Efficient socialization can have an enduring and constructive outcome, for instance, upgrading individual occupation fit, individual association fit, work fulfilment, authoritative duty, goals to remain and performance of employees. [3,72]

Another essential component of creating an effective workplace is knowledge transfer. The development and independence of the rest of your personnel are inhibited when information is only known to a specific person or department. However, promoting informal connections among employees gives them the ability to exchange knowledge and advice. This has the ability to improve employee relationships and trust in addition to productivity. It takes more than idle conversation to promote social connection at work. In fact, encouraging interpersonal relationships fosters innovation and creativity on all levels because workers feel heard and respected. You can start hearing fantastic ideas from unexpected places when you promote genuine contact throughout your organization. [35]

The first indicator of socialization is organizational socialization. Organizational socialization is the period of adjustment newcomers endure in figuring out how to meet the association's principles and standards that follow selection, assessment, and evaluation. [23,74,83] Organizational Socialization refers to the process by which employees acquire knowledge and information about and change in accordance with new openings, jobs, work gatherings and the way of life of the organization to partake effectively as a hierarchical part. [3,72]

Further, engaged employees exhibit dedication and focus on their work activities, enabling them to perform better. [13,27] Organizational socialization has four distinct content areas, namely training, co-worker support, understanding and future prospects. [29] The domains of their model reflect and accordingly authenticate the four components. In their model, the “task, role, and performance” domain corresponds to training; the “co-worker, social, and group” domain corresponds to co-worker support, “history, goals, and values, and organization” areas as well as “politics” area corresponds to understanding; and “future prospects” domain exactly covers future prospect. [91]

With regards to definition, preparing is "the demonstration, process, or technique by which one gains any sort of practical expertise or capacity that is required to perform a particular activity" and centres around the degree to which the employee sees the association as something valuable that offers and provides adequate occupation abilities. Meanwhile, understanding alludes to "the degree to which an employee completely grasps what is more, can apply information about their activity, the association, its kin, and its culture". [21,91]

In this manner, understanding describes how well the worker comprehends the association and how it works. Co-worker support relates to "the emotional, moral, or instrumental sustenance without financial involvement provided by other members of the organization in which one works". [91] This area is related in keeping with the meanings of socialization since it centres on the employee's social relations at work and alludes to the degree to which other workers acknowledge an employee. Future prospect describes "the degree to which a worker foresees a remunerating vocation inside their utilizing association". [91] In association with socialization, it deals with one of the set-up parts of organizational culture, for instance, the prizes, rewards, and open doors for progression offered by an association; and it is measured based on the workers' view of the accessibility of such rewards.

The second indicator of socialization is task group socialization. Task group socialization is similar to the ability of the members of the organization to effectively socialize with their superiors, subordinates and co-workers, which is directly proportional to the performance of the members. Individual social skills increase earnings and lead to sorting into teamwork-intensive jobs. [31] Through interactions with co-workers, new employees eventually develop job meaning, comprehend who they are in the workplace, and develop mental representations of their supervisors and co-workers. [8,61,75] The more resources a newbie has access to, the bigger their network is. However, the size of a newcomer's network is typically limited by the time and effort needed to maintain interpersonal ties. [14]

Further, social skills improve the productivity of teams and thus are more valuable in workplace settings where more teamwork is required. Strengthening social associations at work through making efforts to enhance the members' social associations would surely have a positive impact on the group and the organization in general. One of the most prevalent solutions to this problem is team building. Team building enables the employees to work as a team and gain friendships. It allows every individual within that circumference to interact and share ideas and insights that would serve as a stepping stone for the employees to get to know each other and understand each belief. [31,62] A growing body of related studies revealed that positive socialization is associated with positive work performance/outcomes. [18,52]

The fact that traditional group socialization processes are typically carried out in person rather than digitally is something that organizations need to pay particular attention to. Virtual platforms drastically reduce the frequency and quality of human connections when compared to traditional methods; organizations that used remote newcomer orientations during pandemic times sometimes faced difficulties. [78] The use of various computer-mediated communication channels, training insiders to be proactive socialization agents, instituting regular online check-ins with newcomers, offering online forums for newcomers to discuss their experiences and challenges, and other e-socialization strategies are just a few of the activities that organizations are encouraged to try out. [38,78]

The last indicator of socialization is work socialization. Work socialization is the process of learning the values and attitudes that support the overall significance of the work and the skills needed to perform a certain task. [84] Also, work socialization is a process of acquiring task knowledge, learning how to perform relevant task behaviours and learning how to interact with others in the course of performing specific tasks. For most people, work socialization is a type of adult socialization that involves a more responsible decision in carrying out a specific action. Work socialization is not only simply building an organization, but it is also building a strong relationship that can withstand any circumstances. [77]

The idea of "work socialization" aims to connect the three ideas that have drawn attention in organizational communication research over the past ten years: professionalism, anticipatory socialization, and meanings of work. If the study of work socialisation used a qualitative, social constructionist approach, it would be possible to gain insight into how people develop to comprehend and negotiate the norms, values, and behaviours that rule the working world. Work socialization acknowledges that reality and knowledge are built and reproduced by individuals via communication, contact, and practice in its

pursuit of a broader notion of work. Employees tend to absorb the organization's culture. [50,80,94]

Work socialization is as significant and essential as teamwork for the reason that you cannot accomplish tasks faster and more efficiently when you are dealing with projects and activities individually. Work socialization improves the bond you and your co-worker have, enabling each of you inside the organization to share insights, ideas and responsibilities. Work socialization may give you pressure on how to interact with other members, yet it reduces workloads for all the employees and reduces work pressure on every worker. In addition, having a positive outlook and feedback from every person involved in the task significantly affects or influences the efficiency and speed of accomplishing the project. [77]

### 2.3. Work Engagement

Work engagement was defined as a happy, contented mental state characterized by commitment, vitality, and absorption. [82] Dedicated people exhibit intense work engagement as well as emotions of joy, pride, passion, keenness, relevance, and inspiration. People with vigour have higher amounts of physical energy, are more persistent, and are willing to put forth effort in their work. The inability to disengage from work is a problem for workers who are completely engrossed in their tasks and wholly focused on them, failing to notice how quickly time flies. Researchers have discovered that engaged workers exhibit more innovative work practices, decreased intention to leave their jobs, enhanced citizenship activities, and higher job satisfaction. [2,46,57,71 According to research, work resources significantly predict work engagement. [12,69]

The first indicator of work engagement is cognitive work engagement. Employees must be aware of the goals and objectives of their company, as well as the level of performance required to make the greatest possible contribution to those goals, to be engaged at this level. Its focus is the significance that individuals ascribed to their work, with the hypothesis that increased knowledge stimulated greater creativity and self-assurance in one's choices. [48,86]

Likewise, the saying "Do not allow your emotions to overcome your judgments" perfectly describes this aspect of work engagement. This aspect is based on the idea of effectiveness that only applies when the employee works with logic and awareness to be more efficient and effective at work rather than with pure feelings and emotions. A theory about cognitive work engagement argued that people engaged in their work cognitively would possibly have more positive thoughts and attention to their work. They do not let distractions keep them out of the track. They also do not lose sight of the path they are taking, for the frequency and

intensity of their cognitive processing regarding work is beyond what is expected of them. [53] As a result, their effectiveness as an employee and as a member of the organization would increase.

Moreover, it was described that cognitive work engagement is the intention and awareness to focus on tasks, objectives, or organizational activities actively. This is also characterized by cooperating with others while having a positive outlook and insights into one's work with the aim of improving the efficiency and effectiveness of every member of the organization at those tasks, objectives, or activities. Cognitive work engagement also implies a need for cognitive resources, concentration, attention and self-reflection in relation to the work. [53]

Hence, employee cognitive engagement depends on their comprehension of the established targeted business goals of their organization. Your HR department must thoroughly explain each employee's tasks and increase cognitive engagement. Employees should be made aware of their organization's ideals and best practices early and frequently. To increase cognitive engagement, each employee must also be aware of the responsibilities of their teammates and how to work together effectively. The high-level cognitive engagement has long-term advantages, such as boosting employee confidence in their decision-making abilities and encouraging more innovation at work. Employees are more effective and engaged when they feel informed about and connected to their roles. [60]

The second indicator of work engagement is emotional work engagement. The emotional connection each employee has with their place of employment is referred to as emotional involvement. High levels of emotional engagement are encouraged within organizations through team-building activities for the team members and effective management techniques. [60] This is predicated on the emotional connection that workers have with their company. To foster a positive relationship, an organization must figure out how to help workers feel like they belong at work, which will inspire them to believe in and support the vision and values of the business, the kinds of behaviours that would make people feel safe and trustworthy, such as good interpersonal relationships, group dynamics, and managerial approaches. [86]

Also, in every company, there is a strong correlation between high levels of employee satisfaction and low levels of employee turnover. As a result, a company's primary priority should be to make sure that its personnel are satisfied with their existing positions. [7] Moreover, the feeling of satisfaction of the employees greatly affects their happiness about their work, and the employees' happiness towards their work greatly contributes to the organization's output. [6]

In addition, employers ought to develop and carry out an action plan that strives to improve the working conditions of every employee. Ensuring staff members are aware of the company's fundamental principles and goals is also crucial. Employees are more emotionally engaged when they feel respected and safe in their position. An increase in emotional engagement benefits an employee's team and immediate workplace and enhances your business's culture. [60]

The last indicator of work engagement is physical work engagement. Physical work engagement relates to any physical participation in any kind of occupation. Individuals greatly exert bodily or physical effort and energy when completing a task. The amount of physical effort spent doing work, activity or task varies on the type of work you are in. For instance, albeit the fact that a factory worker and a teacher have different occupations, the exertion of energy is a valid concept to be discussed. For example, a physically work-engaged factory worker can finish his/her job faster than the other workers because he/she is more energetic and willing to make everything done as quickly as he/she can. Similarly, a physically work-engaged teacher would stay in a library reading and learning new concepts for the new lesson he/she will tackle in his/her class and would spend more effort writing and demonstrating the lectures for his/her students to understand the lecture's content. [53]

Similarly, employees' degrees of physical and mental engagement are both referred to as physical engagement. Employee initiative and motivation at work are reflected in the quality of their job. The employees reported feeling more confident when they are highly engaged physically and mentally. Highly engaged workers enhance the overall work environment and corporate culture of an organization. A team member who is actively engaged physically can influence other team members' levels of participation. [60] This has to do with how much energy employees use—both physically and mentally—to do their duties.

As a result, physical work engagement includes both the amount of energy an individual spends and the intensity or frequency with which an individual expends energy and effort at work. For example, a highly physical work engaged soccer player would run more and put greater strength into pressuring opponents to take possession of the ball. Therefore, physical work engagement is characterized as “the bodily involvement in tasks, objectives, or organizational activities by intentionally and voluntarily utilizing one’s energy and effort to execute and complete those tasks, objectives, or activities.” [53]

#### **2.4. Correlation between Measures**

The relationship between organizational culture and work engagement has a vast literature. Many of these studies have pointed out that a positive organizational

culture aids in the engagement process of the employees and that work engagement manifest when the following are practiced: positive working relationships, employee input in decision-making, and growth and development supports along with the opportunities to learn. [67,87] In another study, many factors of organizational culture shape the engagement of the employees in their work. Employees with the same values as the organization tend to become more engaged with their work. This has given many organization leaders and professionals a reason to relate to each other cause and maintain a competitive stance. [76] In a recent study conducted, it was discovered that the socialization of new employees and teams is connected to their innovative performance. [54]

In a study, there is evidence that early socialization affects the new employees' work culture adjustment, which in turn affects their potential relationship network. [16] Also, socialization has an influence on the employees' work engagement and satisfaction, especially those who are new to the organization. It is a fact that socialization has a huge impact on the management's impression of new employees. [70] Further, the employees' satisfaction towards their environment holds certain importance as it affects work-related results [97], and an adequate degree of satisfaction encourages work engagement. [88]

Understanding how the organization works is necessary, for it will lead you to learn the culture of the organization. From that, you will not be shaken up by what you will encounter there, but instead, you will learn how to adjust without offending the organization's culture. Co-worker support and organizational culture are conceptually linked as each of the members of the organization acts as socializing agent for them to get along with one another easily and harmoniously. [11,58]

#### **2.5. Theoretical Framework**

This study is anchored on the social identity theory, which addresses how social identities affect people's attitudes and behaviours regarding their in-group and out-group. Social identities are most influential when individuals consider membership in a particular group to be central to their self-concept, and they feel strong emotional ties to the group. Social identity theory represents one of the foundational aspects of organizational culture. Examples of these are rewards, bonuses, and opportunities for the progress that the organization offers. Consequently, it is measured in terms of employees' awareness of the availability of such rewards. With regard to these areas of socialization, the theoretically significant aspect of employee coordination for organizational culture is often lacking in socialization research. [89] Moreover, Fisher (1986) conducted thorough research and found inadequate works of literature and studies concerning the characteristics of employees. However, he found socialization as a

perspective. This idea was supported by Prestus (1978), who stated that socialization depends on individual differences and Jones' (1983) viewpoint that the characteristics of employees, such as self-efficacy and needs, may be influenced by the socialization process.

The anchor theory is also supported by the following theories: Uncertainty Reduction Theory which explains that social interaction is goal driven; there is a reason why we communicate, and we plan how the interaction will flow; [19] Need to Belong Theory theorizes that humans have the innate motivation to be accepted and need to become a part of a social group; [17] Lastly, the Social Exchange Theory is a concept based on the notion that a relationship between two people is created through a process of cost-benefit analysis. [45]

The perspective of these theories connects the relationship between socialization and culture. In relation to this, social psychologists usually include cultural transmission as a part of the concept and context of socialization. Different notions, frameworks and models have been provided by various researchers to determine the existing relationship between organizational socialization and organizational culture. However, all these lead to the idea of socialization as a process by which people adapt to their culture to socialize with teachers in their profession. Thus, socialization can be seen as a cultural transfer, for culture is perpetuated and reproduced through the socialization of new members joining a group.

The study utilizes organizational culture as the first independent variable with the indicators of bureaucratic, innovative, and supportive organizational culture. [96] Socialization is the second independent variable with the indicators: organizational socialization, group socialization, and task socialization. [44] While work engagement is the dependent variable with the indicators of cognitive, emotional and physical engagement. [53] This would imply that organizational culture and socialization and their indicators directly affect work engagement and its indicators.

### 2.6. Significance of the Study

The outcome of this study will provide government employees with an opportunity to look into the concept of workplace culture and engagement, which they can apply to their own field. Also, the researcher believes that the result of this study will provide the head of the office in the government agency with an idea of how to handle their work environment better to improve the performance of their employees. Further, it would aid society leaders in better understanding the struggles of those in the labour force and eventually help them make sound decisions and tackle societal problems while considering the precepts of other sectors. More so, this study's results will help

policymakers understand the perceptions of the labour force. Finally, the outcome of this study would be a valuable reference. It will serve as a springboard for future researchers who wish to conduct studies related to this subject. It will further develop the theories used to back up the study, namely the Uncertainty Reduction Theory, Need to Belong Theory, Social Exchange Theory, and Social Identity Theory.

## 3. Research Methodology and Data Collection

This study employed a descriptive-correlational method since the prime objective was to measure and describe a relationship between two variables by determining the magnitude and relationship of such a relationship if any exists. This design was adopted since the main problem of the study was to describe the impact of socialization and organizational culture on work engagement. When using a correlational study design, no variables are within the researcher's direct control or manipulation. The degree and/or direction of the association between two (or more) variables is reflected in a correlation. A correlation may go in either a positive or negative direction. [20]

This study delved into the effects of organizational culture and socialization and the interventions it would bring to work engagement. To sum it all up, the purpose of this study is purely to find out if there is a real significance in the effect of organizational culture and socialization on work engagement. As soon as this study has proven the relationship concerning those variables, it will produce data on the necessary procedures and strategies to be applied further to improve work engagement and performance within the organization and between government employees.

### 3.1. Research Locale

The study was carried out in Panabo City, which is within the boundaries of the province of Davao del Norte. (See map in Figure 2). The participants of this study were the government employees of the local government unit within Davao del Norte. This is done because the researcher is within the area, and other than for convenience, this study will benefit the very organization that the researcher is part of. The researcher aims to get a multitude of respondents to gain further credibility on the data that will be gathered, analyzed, and presented. Also, the researcher will evaluate the work environment of the Local Government Unit of Panabo to determine the relationship between socialization and organizational culture on work engagement among its employees.

### 3.2. Population and Sample

The study's respondents were the government employees of the Local Government of Panabo City. The study included 340 government employees of the Local



Government of Panabo City, composed of permanent, casual, and job order employees. This sample size was determined using the stratified sampling method. The idea was that the groupings were made so that the population units within the groups were similar. [79] This sampling method is implemented when a population's traits are varied, and researchers want to ensure that each characteristic is accurately represented in the sample. This aids in the study's validity and generalizability while preventing biases in the research process, like under coverage bias. [93] The researcher found this sampling method to be fit for the study as the researcher desired to give everyone a chance to be included in the study.

The total sample size depended on the inclusion and exclusion criteria provided. The government employees included in the study are those currently working under the government as permanent, casual, and job order employees with a length of service reaching one year and above, can either be male or female, and an age range of 23 years old to 60 years old. The inclusion criteria depict the actual job performance and engagement of employees in the government service.

On the other hand, the employees that will be excluded are those with a length of service of less than a year and with ages of less than 23 years old and older than 60 years old. The exclusion criteria show a gap in their performance and work engagement. Also, in the event the respondent wishes to withdraw from the survey, the researcher must be informed thereof and may state the reason for such withdrawal but is not required to do so.

### **3.3. Research Instrument**

The research instrument used in this study is mainly the adapted questionnaires that the researcher modified. These modified questionnaires were provided for each variable, which are socialization, organizational culture, and work engagement. Part I of the survey questionnaire for the organizational culture of government employees covers bureaucratic, innovative and supportive organizational culture indicators. [96]

Instruments used in part I to validate and test the questionnaire are the Cronbach Alpha and mean, which is getting the average of the data to be interpreted for the parameter limits of the organizational culture of the government employees. Part II of the survey questionnaire is composed of socialization with the indicators: organizational socialization, task group socialization and work socialization. [44] Part III of the survey questionnaire consists of work engagement with the indicators of cognitive, emotional, and physical work engagement. [53]

The first draft of the research instrument was submitted to the research adviser for comments, suggestions and

recommendations to improve its presentation with the corrections to be included and integrated. The final copies were submitted to a panel of experts for refinement. The final revision was made by incorporating the corrections, comments and suggestions given by the expert validators before gathering data.

Further, before administering the research instrument, pilot testing was done on selected government employees who were not the study's respondents. The survey questionnaires for the pilot test was subjected to reliability testing to establish using Internal Consistency Method. This is the most appropriate method since the test contains dichotomously scored items that the examinee either passes or fails in an item. The consolidated results from the experts obtained an average weighted mean of 4.65 or Very Good. The computed reliability of the instruments revealed: 0.939 for Organizational Culture, 0.959 for socialization and 0.948 for Work Engagement.

### **3.4. Data Collection**

The following procedures were used by the researchers to gather the data needed for the study: Seeking permission to conduct the study, upon the approval of the University, was done through the writing and submission of necessary letters—the data gathering commenced by administering the standardized test among government employees. The test questionnaires were composed of questions on socialization, organizational culture, and work engagement. The test administration was dealt with according to the procedures established by the researcher. To ensure one hundred percent retrieval of personally administered questionnaires, the researcher must oversee every detail of the data collection process.

### **3.5. Statistical Tools**

The following statistical tools were used in the computation of data and testing of the hypotheses at a 0.05 level of significance:

Mean. This was used to determine the level of organizational culture, level of work engagement, and level of socialization among government employees.

Pearson Product Moment Correlation (Pearson  $r$ ). This statistical tool was used to determine the significance of the relationship between organizational culture and work engagement, organizational culture and socialization, and socialization and work engagement.

## **4. Results**

Presented in this chapter are the results, interpretation, and analysis of findings. Tables are arranged in the following order: level of organizational culture among government employees; level of work engagement among

government employees; level of socialization among government employees; and significant relationship among variables.

**4.1. Level of Socialization among Government Employees**

It can be seen in Table 1 that the level of socialization among the government employees had an overall mean rating of 4.23 or Very High. This means that the government employees evidently practiced socialization, exhibiting knowledge about the government’s history, political structure, and management, managing actions and interactions, understanding work and responsibilities, and how to perform their tasks and responsibilities. The obtained and average mean ratings of the indicators resulted in the overall mean rating of socialization. The mean scores of the indicators: organizational socialization, task group socialization, and work socialization are 4.13 or high, 4.21 or very high, and 4.35 or very high, respectively.

**Table 1. Level of socialization among government employees**

Indicator	SD	Mean	Descriptive Level
Organizational Socialization	0.53	4.13	High
Task Group Socialization	0.52	4.21	Very High
Work Socialization	0.49	4.35	Very High
<b>Overall</b>	<b>0.47</b>	<b>4.23</b>	<b>Very High</b>

**4.2. Level of Organizational Culture**

Presented in Table 2 are the data on the level of organizational culture among government employees in Davao del Norte. The overall mean was 4.09, with a rating of High. This indicates that organizational culture is evidently practiced by most government employees in Davao del Norte. The overall mean rating of organizational culture is due to the obtained and computed mean ratings of its indicators, namely: bureaucratic and supportive with a mean rating of 4.11, labelled as High, and innovative with a mean rating of 4.04 or High.

**Table 2. Level of organizational culture**

Indicator	SD	Mean	Descriptive Level
Bureaucratic	0.60	4.11	High
Innovative	0.62	4.04	High
Supportive	0.69	4.11	High
Overall	0.59	4.09	High

**4.3. Level of Work Engagement Among Government Employees**

Table 3 presented data on the level of work engagement among government employees in Davao del Norte. The overall mean rating of 4.05 or high indicates that most government employees are engaged towards their work,

leading them to be connected, eager, and enthusiastic in doing their work. The overall mean rating of work engagement resulted from the gathered and computed mean scores of the following indicator: emotional work engagement with the highest mean rating of 4.14 or high, followed by physical work engagement with a mean rating of 4.10 or high; and lastly, cognitive work engagement with the mean rating of 3.90 or high.

**Table 3. Level of work engagement among government employees**

Indicator	SD	Mean	Descriptive Level
Physical Work Engagement	0.59	4.10	High
Emotional Work Engagement	0.60	4.14	High
Cognitive Work Engagement	0.69	3.90	High
Overall	0.57	4.05	High

**4.4. Correlation between Socialization and Work Engagement among Government Employees**

Table 4 shows the correlation between socialization and work engagement. As shown in the table that the overall r-value of 0.518 had a p-value of  $0 < .001$ , which is less than the 0.05 level of significance. This indicates that there is a significant relationship between socialization and work engagement. Therefore, the null hypothesis of no significant relationship between socialization and work engagement is rejected.

Further, table 4 also revealed that indicators under socialization, when correlated with work engagement, had the following correlation coefficients: organizational socialization had an r-value of 0.404, task group socialization with r-value of 0.493, and work socialization with r-value of 0.527. These indicators also gained p-values of  $< .001$ , which is less than the 0.05 significance level, indicating that there is a significant correlation. Thus, the two variables are deemed to be significantly associated.

Moreover, when the indicators under work engagement are correlated with socialization, the following r-values were obtained: physical work engagement with 0.340, emotional work engagement with 0.534, and cognitive work engagement with 0.555. The table also revealed that all the indicators have p-values less than the 0.05 level of significance, indicating that the correlation is significant. Thus, the two variables are significantly correlated.

**4.5. Correlation between Organizational Culture and Work Engagement among Government Employees**

Table 5 shows the correlation between organizational culture and work engagement. As shown in the table, the overall r-values are 0.694, and the p-value of  $< .001$  is less than the 0.05 level of significance.

**Table 4. Significance of the relationship between socialization and work engagement among government employees**

Socialization	Work Engagement			
	Physical	Emotional	Cognitive	Overall
Organizational Socialization	.260** <.001	.423** <.001	.433** <.001	.404** <.001
Task Group Socialization	.320** <.001	.515** <.001	.523** <.001	.493** <.001
Work Socialization	.354** <.001	.528** <.001	.570** <.001	.527** <.001
<b>Overall</b>	<b>.340**</b> <b>&lt;.001</b>	<b>.534**</b> <b>&lt;.001</b>	<b>.555**</b> <b>&lt;.001</b>	<b>.518**</b> <b>&lt;.001</b>

**Table 5. Significance of the relationship between organizational culture and work engagement among government employees**

Organizational Culture	Work Engagement			
	Physical	Emotional	Cognitive	Overall
Bureaucratic	.574** <.001	.602** <.001	0.647 <.001	<b>.669</b> <b>&lt;.001</b>
Innovative	.619** <.001	.621** <.001	.615** <.001	<b>.682**</b> <b>&lt;.001</b>
Supportive	.464** <.001	.528** <.001	.597** <.001	<b>.581**</b> <b>&lt;.001</b>
<b>Overall</b>	<b>.594**</b> <b>&lt;.001</b>	<b>.629**</b> <b>&lt;.001</b>	<b>.670**</b> <b>&lt;.001</b>	<b>.694**</b> <b>&lt;.001</b>

The overall result indicates that there is a significant relationship between organizational culture and work engagement. Therefore, the null hypothesis of no significant relationship between organizational culture and work engagement is rejected.

It can be seen in the table that the indicators under organizational culture, when correlated with work engagement, revealed the following r-values of 0.669, 0.682, 0.581 for bureaucratic organizational culture, innovative organizational culture, and supportive organizational culture, respectively, all with p-value less than the 0.05 level of significance. Thus, the two variables are significantly associated.

It can also be seen in the above table that the indicators under work engagement, when correlated with organizational culture, obtained r-values of 0.594, 0.629, 0.670 for physical work engagement, emotional work engagement, and cognitive work engagement, respectively, and with p-values of 0.000 for all indicators which are less than the 0.05 level of significance. Thus, the two variables are significantly associated.

## 5. Discussion

Presented in this section are the discussions on the data gathered on the level of organizational culture among government employees; level of work engagement among government employees; level of socialization among government employees; the significant relationship between variables; and the regression analysis on the impact of the relationship between the independent and dependent variable. The discussion starts on the specific topic that includes the organizational culture in terms of bureaucratic, innovative and supportive organizational culture; work engagement in terms of physical, emotional, and cognitive work engagement; socialization in terms of the organizational, task group, and work socialization; significance on the relationship between organizational culture and work engagement, organizational culture and socialization, and socialization and work engagement.

### 5.1. Socialization of Government Employees

The very high level of socialization of government employees in Davao del Norte is brought about by the respondents' very high rating on task groups and work socialization. This indicates that government employees perform their tasks according to the role, values, ideals,

objectives, policies, rules, procedures, and expectations of the team. Further, the results also infer that the government employees are knowledgeable regarding the given task's/work's urgency, related tools, procedures, and information delivery. These practices, which are evidently exercised by the government employees in Davao del Norte, are important in maintaining the flow of work in an organization. Many proponents have concurred that socialization positively impacts the performance of the individual and organization overall. [18,52]

Further, socialization enhances a group's productivity. Thus, this is important when teamwork is needed in the organization, as it reduces the harmonization friction within the team. Many effects of socialization include improved communication and integrated thinking, an increase in the collective performance efficiency of employees, and many more. [31]

### **5.2. Organizational Culture in the Government**

The high level of organizational culture is due to the high ratings of the respondents on the bureaucratic and supportive organizational culture. The government has adapted a culture where the employees are working with purpose, direction, and meaning and have realistic goals, where the government employees are working in an environment where information sharing, teamwork and cooperation are highly encouraged. The leaders of the government employees in Davao del Norte manifesting these practices are important in the workplace. It was supported in a study that bureaucratic culture, where standardized policies and procedures clearly define the employees' roles and responsibilities, helps maintain control and uniformity in any organization. It further stated that these practices are still very evident today as they emphasise formal rules and organized working etiquette that give employees accountability, job security, and equal chances of success. [66]

Also, supportive culture in an organization will motivate, engage, and empower employees as they perform at their best when they are supported by their organization. The government trusts their employees to develop ideas and act responsibly, allowing them to grow and develop while building positive relationships with the people, their work, and the organization, as the government knows the importance of its employees (Wellness Movement, 2018).

Moreover, organizations with innovative cultures are characterized by flexibility, adaptability, and experimenting with new ideas. In other words, the innovative organizational culture is an expression of people belonging to the association, their past, and their current beliefs, ideas, and behaviours. They make innovation happen, and they do so consistently over time. [92]

### **5.3. Work Engagement of Government Employees**

The high level of work engagement of the government employees in Davao Del Norte is due to the high responses of the employees on the emotional and physical work engagement. This implies that the government employees are feeling good, eager and happy in doing their work. This is an important factor that greatly contributes to the employees' performance. Keeping the employees happy and satisfied with their work is the top concern of every organization, as the higher the emotional engagement the employee feel towards their work, the lesser the employee turnover. [7] Further, the feeling of satisfaction of the employees greatly affects their happiness about their work, and the employees' happiness towards their work greatly contributes to the organization's output. [6]

The results also implied that government employees are energized, vigorous, and work diligently. This is important for any organization. Being engaged means doing more than what is asked of you, as it is also considered that one is engaged in their work when they exert more effort to do their work more efficiently. [53] Also, physical work engagement includes both the amount of energy an individual spends and the intensity or frequency with which an individual expends energy and effort at work. Further, engaged employees exhibit dedication and focus on their work activities, enabling them to perform better. [13,27]

### **5.4. Correlation between Socialization and Work Engagement**

It can be gleaned from the results that socialization and work engagement have a significant relationship. This implies that socialization within the government of Davao del Norte has significantly contributed to the employees' work engagement. Socialization has an influence on the employees' work engagement and satisfaction, especially those that are new to the organization. [70] Thus, socialization has a huge impact on the management's impression of new employees. Further, the employees' satisfaction towards their environment holds certain importance as it affects work-related results [97], and an adequate degree of satisfaction encourages work engagement. [88]

### **5.5. Correlation between Organizational Culture and Work Engagement**

As can be seen from the results, organizational culture and work engagement has a significant relationship. This implies that the culture practiced by the government of Davao del Norte has helped in the formation of the employees' work engagement. This result is also in accordance with the results of a study conducted by Parent and Lovelace (2018), stating that organizational culture aids in the engagement process of the employees as in order to build engaged employees, many aspects of organizational culture are applied to support the employees.

There is a study that socialization can predict team performance. [98] Also, many factors of organizational culture shape the engagement of the employees in their work. Employees with the same values as the organization tends to become more engaged with their work. [76]

## 6. Conclusion

With consideration of the study's findings, conclusions are drawn in this section. First, there is a high level of organizational culture among the government employees in Davao del Norte. Second, there is a high level of work engagement among government employees in Davao del Norte.

Third, there is a very high level of socialization among government employees in Davao del Norte. Fourth, there is a significant relationship between organizational culture and work engagement, organizational culture and socialization, and socialization and work engagement.

Moreover, the results of this study have revealed that organizational culture is an important aspect that leads to work engagement. Organizational culture is described as the mentalities, qualities, convictions, and practices shared by a specific group of individuals. [32] Many factors of organizational culture shape the engagement of the employees in their work. Employees with the same values as the organization tend to become more engaged with their work as they interact with people with similar goals and virtues. [76]

Thus, this study has affirmed the Uncertainty Reduction Theory that the employees' interaction and communication are done with a motive to achieve their goal. [19] Further, it is also in line with the Need to Belong Theory that humans have the innate motivation to be accepted and a need to become a part of a social group. [17] Moreover, results also agree with the Social Exchange Theory, stating that a relationship between two people is created through a process of cost-benefit analysis. [45]

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