

# Work Engagement, Motivation, and Performance of Employees of the Davao de Oro State College during COVID-19 Pandemic

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## Abstract

The study determined the level of work engagement, motivation, performance of the Davao de Oro State College employees during COVID-19 pandemic. A descriptive-correlational approach was used in the study. The sample size was 396 Davao de Oro State College employees served as respondents. An adapted set of questionnaires were used in obtaining the data. The study revealed that the work engagement and motivation among the Davao de Oro State College employees was oftentimes observed and evident. It was also revealed that the performance of the Davao de Oro State College employees always met the expectations. A significant relationship was seen between the motivation and performance and motivation and performance among the Davao de Oro State College employees. Further, it could be noted that among the indicators of the work engagement, only the dedication had a significant relationship to the performance of the Davao de Oro State College employees. Furthermore, it could be noted that among the indicators of the motivation, work itself, relationship with peers and supervisors and money had a significant relationship to the performance of the Davao de Oro State College employees.

**Keywords:** education, governance, work engagement, motivation, higher education institution, Davao de Oro, Philippines

## 1. Introduction

As we confront a global pandemic of COVID-19, the tertiary institutions are currently pushed to retool and innovate in order to continue its operation. This situation calls for the administrators to become concern to employees as members of the community and as a human person. Employees who feel valued, respected, and appreciated in this time of pandemic can help the institutions to become progressive, attract employees to stay, and build a workplace that is collaborative and engaging. According to Smith (2009), engagement is continuously portrayed as something given by the employee, which can benefit the organization through commitment and dedication, advocacy, discretionary effort, using abilities to the maximum, and being supportive of the organization's aims and values. In addition, engagement is consistently shown as something given by the employee. Engaged employees have a strong emotional connection to their company and immerse themselves not only in their individual roles but also in the company as a whole.

However, Hewitt (2017) discovered that employees in Asia Pacific saw the largest loss of motivation, falling from 65% in 2015 to 62.5% in 2016. This percentage represents a drop from the previous year. Employees in Asia chose rewards and recognition programs as the top opportunity to boost employee engagement. This implies that engaged workers are productive workers when they are recognized for their efforts and given prizes, perks, and bonuses for their efforts.

In addition to this, Hewitt added that the level of motivation that employees have is critical to the success of an organization. It refers to the level of dedication, motivation, and enthusiasm that employees of a company bring to their jobs on a daily basis. Without motivation, institutions suffer from decreased levels of productivity and output, and it's possible that the organization will also fall short of accomplishing essential goals. As a state college, DDOSC implemented a policy requiring on-site workforce in the college in this time of COVID 19 pandemic. Teaching personnel are in Alternative Work Arrangements (AWA), requiring them to report on-site based on the given schedule. Moreover, all employees with administrative designations that are earning leave credits are required to report to work on-site daily. Thus, the researcher aims to know the status of work engagement and motivation of the employees especially in these trying times of pandemic. This would help in improvement of the well-being of the employees in this institution. Knowing the level of engagement and motivation of the employees will contribute to the productivity of the institution.

This study aimed to determine the level of work engagement and motivation of the employees of Davao de Oro State College (DDOSC) during the COVID-19 pandemic. This study also assessed how the level of work engagement and motivation of the employees affect the performance during the COVID-19 pandemic. Furthermore, this study paved way in knowing what factor significantly influences the performance of the DDOSC employees, whether it is work engagement or motivation during the COVID-19 pandemic. Lastly, this study identifies the determinants that characterize the employees' performance in their work and workplace.

## 2. Review of Related Literature

### Work Engagement and Performance

Employees can recognize their significance to the organization and get involved in their work when the work that they do is both dedicated to a meaningful purpose and relevant to them personally. When Situational Decision Theory (SDT) is utilized, Bolman and Deal (2014) claimed that there is a possibility for employees' autonomy, and moreover, employees have the ability to affect people around them. This impact extends to the advantages of one's own efforts, often known as intrinsic rewards. The provision of meaningful work will make it possible for employees to participate to a greater extent; nevertheless, this does not guarantee that the employee will be engaged in their work. According to Bolman and Deal (2014), in order to create employee engagement, it is necessary to satisfy employees' needs for autonomy, intrinsic rewards, and influence.

According to research conducted by Cooper-Thomas, Paterson, Stadler, and Saks (2014), increasing the level of expectations placed on employees and conducting frequent performance evaluations can boost employee participation and cooperation. Due to fewer resources available, businesses have started focusing more attention on ways to cut expenses while simultaneously raising their levels of productivity and efficiency. According to Emrouznejad, Anouze, and Thanassoulis (2010), a decrease in the amount of variance in processes can result in a cost savings over time when it comes to process improvement. Nevertheless, a business must continue to implement processes that boost employee engagement. McCuiston and DeLucey (2010) found that strategies for cutting short-term costs are not always successful.

Further, Satyendra (2020) emphasized that the organizational environment is not a single entity but rather a complex mix of various effects, each of which has its own impact on the company. He said that this blend of influences creates the organizational environment. The characteristics of the surrounding environment serve as the basis for establishing the parameters within which the organization carries out its operations. The environment imposes a variety of limitations on organizations, including sociocultural, technical-technological, legal,

and other types. These constraints bind organizations. Kim and Park (2020) pointed out a variety of positive outcomes that can result from employee engagement. Employees that are engaged in their work have high levels of energy, a high mental toughness, and a tendency to actively put a significant amount of effort in the tasks they are assigned. In addition, highly engaged workers typically have an appreciation for the relevance of their work as well as the challenges it presents. They also demonstrate excitement and pleasure in their work, which contributes to an increase in their level of productivity.

### **Motivation and Performance**

Engaging one's workforce is essential to the success of any firm. In 1985, Deci and Ryan carried out the study on employee engagement that has since proven to be the most impactful (Berens, 2013). In their expansion of earlier work, Deci and Ryan (1985) distinguished between intrinsic and extrinsic forms of motivation by using the terms. Competence, autonomy, and psychological relatedness are all psychological demands that motivate the individual to commence behavior that is needed for the psychological health and well-being of an individual and, if satisfied, may lead to optimal function and growth (Deci & Ryan, 1985). If an individual is motivated to initiate behavior that is essential for their psychological health and well-being, then they are more likely to engage in such behaviors. There is a direct correlation exists between the basic demands of fulfillment and the dedication of workers (Vandenabeele, 2014).

In addition, in this time of pandemic, each company develops plans in order to completely operate and give a specialized service to the various stakeholders. This is a reference to the environment of the organization. Employee behavior can be influenced by the organizational environment, which is defined as a collection of elements that serve to differentiate the company over time from other companies, as well as describe the organization itself. These characteristics have an impact on the employees' functional behavior, as well as their trends and their motivations. According to Satyendra (2020), these characteristics serve to "essentially connect the organization's internal work environment and distinguish it as a distinct feature." Thang and Nghi (2021) found that there are a number of elements that positively affect the work motivation of employees. These factors include career growth opportunities, working conditions, pay and benefits, and workplace connections. The progression of one's profession is the aspect that has the greatest impact on one's level of motivation. The finding that there is a positive association between job motivation and performance is perhaps the most important implication of the study. These findings provide an essential scientific basis for the managers to develop ways to enhance the work motivation and work results of their personnel

The research conducted by Marzo (2021) involved the participation of 516 HCWs. The vast majority of them suffer symptoms of anxiety (70.74 percent), whereas just half of them have signs of depression (50.9 percent). In addition, symptoms of anxiety were found to have a significant connection to gender, age, marital status, living situation, living situation at work, occupation, work premises, and the availability of mental health services. Symptoms of depression, on the other hand, were found to have a significant connection to gender, marital status, employment, and work premises.

### **3. Methods**

This study employed a quantitative descriptive-correlational design. The descriptive-correlational design was utilized in this study to determine the extent to which different variables were related to each other in the population of interest (Lomax & Li, 2013). Moreover, Lomax and Li (2013) define descriptive-correlational as a research method that describes and predicts how variables are related in the world. In this study, it will describe the relationship of the level of work engagement and motivation to the employee's performance.

The participants were the employees of the four campuses (Main, Maragusan, Montevista, and New Bataan) of the Davao de Oro State College which was composed of the administrators, faculty, and non-teaching personnel. The researcher did not distinguish the different categories of employees in the institution because the objective was to determine the work engagement and motivation and performance of the employees of Davao de Oro State College, in general. Purposive sampling technique was used. Participants to be selected will be those who can best inform satisfy the research questions and enhance understanding of the phenomenon under study (Kuper, Lingard, & Levinson, 2008). With this, all 396 employees of Davao de Oro State College, whether teaching or non-teaching, were enjoined to participate in this research study. The employees outside the Davao de Oro State College were not eligible to participate in this study.

Adopted questionnaires were utilized in the conduct of the study using a 5-point likert scale. For the level of work engagement of the employees, the Work and Well-being Survey by Schaufeli and Bakker (2003) was utilized. For the level of motivation, the questionnaire from Tan and Waheed (2011) was utilized. On the other hand, the personnel evaluation of the institution was utilized to determine the level of performance of the employee. The three instruments that were used in the research were all adopted questionnaires taken from the works of the experts in the field. To ensure the reliability of the questionnaires, they were validated the experts who evaluated the clarity of the instructions and items, organization of the items, suitability of the items, attainment of the objectives, and the scale and evaluation in rating system.

The data were analyzed through the statistical treatment in order to make use of the data in the right form. The organization of data is equally important so that appropriate conclusions can be drawn. The following were used for the quantitative analysis:

*Mean.* This was used to determine the students' level of work engagement, motivation, the employee's performance, and the determinants that characterize the employees' performance in their work and workplace.

*Pearson-r product moment of correlation.* This was used to test the level of significance of the relationship between level of work engagement and motivation to the employee's performance.

*Standard deviation.* This was used to calculate and indicate the extent of deviation for the group as a whole.

*Regression analysis.* This was used to show the regression equation between the variables of the work engagement and motivation and performance of Davao de Oro State College employees. Because of this, it became easier to see how the average value of the dependent variable shifts whenever any one of the independent variables is changed.

#### 4. Results and Discussion

The level of work engagement of the Davao de Oro State College employees as reflected in table 1 is high with an over-all mean of 3.90. It means that the work engagement is oftentimes evident to the Davao de Oro State College employees. This illustrates that Davao de Oro State College employees possessed interconnected domains of work engagement that are useful in their professional careers. In addition, the standard deviation of the work engagement was 0.82 which showed that the employees' consistency of responses about their work engagement vary minimally. Kim and Park (2020) pointed out a variety of positive outcomes that can result from employee engagement. Employees that are engaged in their work have high levels of energy, a high mental toughness, and a tendency to actively put a significant amount of effort in the tasks they are assigned. In addition, highly engaged workers typically have an appreciation for the

relevance of their work as well as the challenges it presents. They also demonstrate excitement and pleasure in their work, which contributes to an increase in their level of productivity.

**Table 1:** Level of Work Engagement of Davao de Oro State College Employees

Work Engagement Items	Mean	SD	Description
<b>Vigor</b>			
1. At my work, I feel bursting with energy.	3.81	0.77	High
2. At my job, I feel strong and vigorous.	3.84	0.79	High
3. When I get up in the morning, I feel like going to work.	3.79	0.85	High
4. I can continue working for very long periods at a time.	3.82	0.87	High
5. At my job, I am very resilient, mentally.	3.85	0.82	High
6. At my work I always persevere, even when things do not go well	3.92	0.81	High
<b>Category Mean</b>	<b>3.84</b>	<b>0.82</b>	<b>High</b>
<b>Dedication</b>			
1. I find the work that I do full of meaning and purpose.	3.94	0.82	High
2. I am enthusiastic about my job.	3.95	0.81	High
3. My job inspires me.	3.96	0.84	High
4. I am proud of the work that I do.	4.16	0.76	High
5. To me, my job is challenging.	4.19	0.77	High
<b>Category Mean</b>	<b>4.04</b>	<b>0.80</b>	<b>High</b>
<b>Absorption</b>			
1. Time flies when I'm working.	4.09	0.85	High
2. When I am working, I forget everything else around me.	3.67	0.92	High
3. I feel happy when I am working intensely.	3.82	0.80	High
4. I am immersed in my work.	3.80	0.78	High
5. I get carried away when I'm working.	3.78	0.80	High
6. It is difficult to detach myself from my job.	3.69	0.90	High
<b>Category Mean</b>	<b>3.81</b>	<b>0.84</b>	<b>High</b>
<b>OVERALL MEAN</b>	<b>3.90</b>	<b>0.82</b>	<b>High</b>

Khusanova et al. (2021) found a positive correlation between employee engagement at work and organizational success in public institutions. They discovered that work engagement served as a mediating impact that helped explain the connection between meaningfulness of work and performance on the job. With the help of the study, they were also able to identify another situational driver that supports employee engagement. This driver is known as task dependency. The level of motivation of the Davao de Oro State College employees as reflected in table 2 is high with an over-all mean of 4.05. It means that the motivation is oftentimes observed to the Davao de Oro State College employees. This illustrates that the employees are driven to go to work because of the benefits and development they will get from the institution. In addition, the standard deviation revealed 0.75 and it showed that the respondents' consistency of responses about their motivation vary minimally.

Thang and Nghi (2021) revealed in the findings of their study that there are a number of elements that positively affect the work motivation of employees. These factors include career growth opportunities, working conditions, pay and benefits, and workplace connections. In such case, the progression of one's profession is the aspect that has the greatest impact on one's level of motivation. The finding that there is a positive association between job motivation and performance is perhaps the most important implication of the study.

The findings of the research provide an essential scientific basis for the managers to develop ways to enhance the work motivation and work results of their personnel. Vo (2022) stated in his study that the gratification of psychological needs leads to increased levels of self-motivation, which in turn produces favorable results. Because of this, businesses can consider implementing programs and activities aimed at fostering a sense of autonomy and social relatedness among their staff members, since this would boost the employees' willingness to work. It is possible to advocate for the empowerment of workers by encouraging them to make their own decisions at work, offering constructive criticism rather than instilling the fear of failing, and providing feedback on those decisions.

**Table 2:** Level of Motivation of Davao de Oro State College Employees

Motivation Items	Mean	SD	Description
<b>Achievement</b>			
1. I am proud to work in this company because it recognizes my achievements.	4.07	0.67	High
2. I feel satisfied with my job because it gives me feeling of accomplishment.	4.06	0.69	High
3. I feel I have contributed towards my company in a positive manner.	4.09	0.75	High
<b>Category Mean</b>	<b>4.07</b>	<b>0.70</b>	<b>High</b>
<b>Advancement</b>			
1. I will choose career advancement rather than monetary incentives.	4.03	0.65	High
2. My job allows me to learn new skills for career advancement.	4.15	0.70	High
<b>Category Mean</b>	<b>4.09</b>	<b>0.68</b>	<b>High</b>
<b>Work Itself</b>			
1. My work is thrilling and I have a lot of variety in tasks that I do.	4.05	0.65	High
2. I am empowered enough to do my job.	4.00	0.67	High
3. My job is challenging and exciting.	4.09	0.73	High
<b>Category Mean</b>	<b>4.05</b>	<b>0.68</b>	<b>High</b>
<b>Recognition</b>			
1. I feel appreciated when I achieve or complete a task.	4.05	0.74	High
2. My supervisor always thanks me for a job well done.	4.02	0.78	High
3. I receive adequate recognition for doing my job well.	3.94	0.79	High
<b>Category Mean</b>	<b>4.01</b>	<b>0.77</b>	<b>High</b>
<b>Growth</b>			
1. I am proud to work in my company because I feel I have grown as a person.	4.09	0.69	High
2. My job allows me to grow and develop as a person.	4.12	0.70	High
3. My job allows me to improve my experience, skills and performance.	4.20	0.66	Very High
<b>Category Mean</b>	<b>4.14</b>	<b>0.68</b>	<b>High</b>
<b>Company Policy</b>			
1. The attitude of the administration is very accommodative in my company.	3.98	0.76	High
2. I am proud to work for this company because the company policy is favorable for its workers.	3.89	0.82	High
3. I completely understand the mission of my company.	4.12	0.70	High
<b>Category Mean</b>	<b>4.00</b>	<b>0.76</b>	<b>High</b>

<b>Relationship with Peers</b>			
1. It is easy to get along with my colleagues.	<b>4.15</b>	0.70	High
2. My colleagues are helpful and friendly.	4.16	0.71	High
3. Colleagues are important to me.	4.24	0.69	Very High
<b>Category Mean</b>			
<b>Work Security</b>	<b>4.18</b>	<b>0.70</b>	<b>High</b>
1. I believe safe working at my workplace.	4.16	0.75	High
2. I believe my job is secure.	3.97	0.83	High
3. My workplace is located in an area where I feel comfortable.	4.13	0.78	High
<b>Category Mean</b>			
<b>Relationship with Supervisor</b>	<b>4.09</b>	<b>0.79</b>	<b>High</b>
1. I feel my performance has improved because of the support from my supervisor.	4.00	0.85	High
2. I feel satisfied at work because of my relationship with my supervisor.	4.04	0.85	High
3. My supervisors are strong and trustworthy leaders.	4.06	0.87	High
<b>Category Mean</b>			
<b>Money</b>	<b>4.04</b>	<b>0.86</b>	<b>High</b>
1. I am encouraged to work harder because of my salary.	3.92	0.82	High
2. I believe my salary is fair.	3.84	0.93	High
<b>Category Mean</b>			
<b>Working Conditions</b>	<b>3.88</b>	<b>0.88</b>	<b>High</b>
1. I feel satisfied because of the comfort I am provided at work.	3.99	0.74	High
2. I am proud to work for my company because of the pleasant working conditions.	4.01	0.76	High
<b>Category Mean</b>			
<b>OVERALL MEAN</b>	<b>4.00</b>	<b>0.75</b>	<b>High</b>
	<b>4.05</b>	<b>0.75</b>	<b>High</b>

The level of performance of Davao de Oro State College employees during COVID-19 pandemic is very high with an over-all mean of 4.59 as presented in Table 3 which means that the level of performance of the Davao de Oro State College employees is always meets the expectations. This illustrates that the performance of the Davao de Oro State College employees during the COVID-19 pandemic was above average in this time of pandemic. The deliverables were met and gave an excellent performance to attain the targets. The standard deviation of 0.17 implies that the performance of the Davao de Oro State College employees is quite varied. According to Bernardin and Russell (2021), performance is determined by the amount of work that is put into the accomplishment of goals over a given time period. In order to pay attention to the performance of employees in the context of a predetermined target, it is required to set up an assessment as a form of attention to that performance. At the same time, employees require the evaluation in order to receive feedback on their performance. [8]. As a result, performance assessment is required of each and every business because it is one of the activities involved in continual evaluation.

When management gives perks, employees feel grateful to the firm and work harder to ensure its success (Vayre, 2019). Several work-life balance studies indicated that when firms or supervisors care about their workers' personal and professional well-being, employees reciprocate by helping them reach their goals through higher performance (Campo et al., 2021). According to the social exchange theory, when organizations balance employees' personal and

professional lives, employees' perceived positive feelings increase job satisfaction and their willingness to reciprocate with high job performance (Talukder et al., 2018).

**Table 3:** Level of Performance of Davao de Oro State College Employees

	Mean	SD	Description
<b>Performance of Davao de Oro State College Employees</b>	<b>4.59</b>	<b>0.17</b>	<b>Very High</b>

Table 4 presents that there is a significant relationship between work engagement and the performance of Davao de Oro State College ( $r= 0.95$ ,  $p< .05$ ) and motivation and the performance of Davao de Oro State College ( $r= 0.49$ ,  $p< .05$ ) which are all lesser than the set alpha value of .05. This means that the increase in the level of work engagement would also likely increase the performance of the Davao de Oro State College employees. Work engagement is a positive and complete emotional and cognitive state related to work that is associated with the traits of persistence and dispersion (Li and Ling, 2007; Aldabbas et al. 2021). This definition was provided by Li and Ling (2007) and Aldabbas et al. (2021). In spite of the conclusions of earlier research, there is still a great deal of controversy around the connection between job involvement and performance on the job. It has been hypothesized by a number of studies that an increase in work engagement will, in turn, lead to an improvement in the emotional, cognitive, and forward-looking behaviors of employees, which, in turn, will result in an improvement in overall job performance (Wang and Chen, 2020).

**Table 4:** Significance of Relationship of Work Engagement and Performance and Motivation and Performance of Davao de Oro State College Employees

	Performance		
	r	p-value	Remarks
<b>Work Engagement</b>	<b>0.95</b>	<b>0.003</b>	<b>Significant</b>
<b>Motivation</b>	<b>0.49</b>	<b>0.04</b>	<b>Significant</b>

\*\*Correlation is significant at 0.05 level (2-tailed)

As stated by Federman (2021), employees who have high work engagement are characterized as focusing on completing a job and also on the next job, feeling themselves part of a team and something bigger than themselves, feeling capable, and being a part of a larger group, jumping into the workplace, adapting well to change, and taking on obsessive tasks. DDOSC employees have high work engagement, which can be seen through enthusiasm, dedication, and increased absorption of feelings.

Table 5 presents that among the regression analysis of the domains of work engagement, dedication has a direct influence on the performance of the Davao de Oro State College employees ( $t= 0.24$ ,  $p< .05$ ) which is lesser than the set alpha value of .05. This means that the increase in the level of dedication would also likely increase the performance of the Davao de Oro State College employees.

**Table 5:** Influence of the Domains of Work Engagement Towards Performance of Davao de Oro State College Employees

Domains of Work Engagement	Standardized Coefficients Beta	t	p-value	Remarks
Vigor	0.634	0.91	0.071	Not Significant
Dedication	3.034	0.24	0.001	Significant
Absorption	0.146	0.12	0.120	Not Significant
R	0.306			
R <sup>2</sup>	0.094			

According to Sadovaya and Korchagina (2018), devotion may be described as an individual's emotionally stable and positive approach towards their work with the goal of obtaining personally significant outcomes (professional expectations and identity). In the meantime, "job dedication" refers to a person's disciplined behavior at work, which includes compliance in following the rules, working hard, having resilience in carrying out responsibilities, and having the ability to take the initiative in finding solutions to issues. According to Bamidele and Konya (2021), the performance of employees and the level of motivation they have in carrying out their duties and obligations is a major factor in determining whether or not a company is successful in reaching its goals and achieving its interests. Dedication to one's work can motivate an employee to perform well, and this, in turn, can encourage employees to act consciously in a way that advances the interests of the business. On the other side, employees who are dedicated to their work have a greater understanding of the company's principles, support those values, and are more likely to go the extra mile to safeguard the company's image. Therefore, dedicated employees are assets for the organization in the process of accomplishing the goals that have been established. It is possible to draw the conclusion that devotion contributes favorably to the performance of workers.

Table 6 presents that among the domains of motivation, work itself ( $t= 0.18$ ,  $p< .05$ ), relationship with peers ( $t= 0.24$ ,  $p< .05$ ), relationship with supervisor ( $t= 1.87$ ,  $p< .05$ ), and money ( $t= 2.28$ ,  $p< .05$ ) have a direct influence on the performance of the Davao de Oro State College employees which are lesser than the set alpha value of .05. This means that the increase in the level of work itself, relationship with peers and supervisor, and money would also likely increase the performance of the Davao de Oro State College employees. Shelke and Shaikh (2022) revealed in their study that workplace satisfaction mediates employee performance. It can be known that it can significantly contribute to the workplace happiness and employee engagement by showing that while employee engagement is important to the organization, workplace happiness determines whether an employee becomes engaged especially when the employees enjoy their work because it is their passion and are provided with opportunities to different tasks that they can excel and contribute to the organization. The positive relationship between work itself and performance suggests that an organization will benefit from implementing drivers of employee motivation and workplace happiness practices to boost employee engagement, resulting in more engaged employees and faster growth.

**Table 6:** Influence of the Domains of Motivation Towards Performance of Davao de Oro State College Employees

Domains of Motivation	Standardized Coefficients Beta	t	p-value	Remarks
Achievement	-0.023	-0.245	0.807	Not Significant
Advancement	0.111	1.43	0.155	Not Significant
Work Itself	0.04	0.18	0.006	Significant
Recognition	0.236	0.558	0.577	Not Significant
Growth	0.277	0.597	0.551	Not Significant
Company Policy	0.038	0.405	0.686	Not Significant
Relationship with Peers	0.0005	0.24	0.0005	Significant
Work Security	-0.166	-1.96	0.051	Not Significant
Relationship with Supervisor	0.56	1.87	0.032	Significant
Money	0.59	2.28	0.023	Significant
Working Conditions	0.016	0.20	0.844	Not Significant
R	0.004			
R <sup>2</sup>	0.049			

Maslow (1943) identified five human needs. Employees are motivated when their basic requirements are met. This motivation boosts the confidence of engaged workers and team members. This also boosts employee job satisfaction, so they work more to boost company value. Thus, to ensure employee attachment, the company must maintain strong employee relations and identify employee requirements. Besides, according to Akanbiemu (2021), employees lack the motivation to work in the organization if there are conflicts within the organization especially between co-workers and supervisors. In addition, Petrova et al. (2020) claimed that the increase in employee's relationship with peers and supervisors boost up enthusiasm and dedication to the goals of the organization. When companies pay attention to various monetary methods, such as paid leave and awarding bonuses for having an eye on their health and the healthcare of their family or other family members, employees begin to think that the company is helping them. Therefore, monetary incentives boost employee motivation, which ultimately results in improved performance on the work (Dilham, 2022).

## 5. Conclusion and Recommendations

Based on the findings of the study, several conclusions were generated:

1. The level of work engagement of the Davao de Oro State College employees is high which means that the work engagement is oftentimes evident to the Davao de Oro State College employees. Notably, among the work engagement, dedication got the highest category mean described as high which means that the dedication of employees is oftentimes evident especially in accomplishing their deliverables.
2. The level of motivation of the Davao de Oro State College employees is high which means that the motivation of the Davao de Oro State College employees is oftentimes observed. Notably, among the aspects of motivation, relationship with peers got the highest category mean described as high which means that relationship with peers is established by the Davao de Oro State College employees especially in their work.
3. The level of performance of the Davao de Oro State College employees is very high which means that the level of performance of the Davao de Oro State College employees always meets the expectations. This implies that the performance of the Davao de Oro State College employees during this COVID-19 was above average even though there are limitations in the mode of delivery of services.

4. In this study, it can be noted that there was a significant relationship between the work engagement and performance and motivation and the performance of the Davao de Oro State College employees. Moreover, among the domains of work engagement, only the dedication has a significant relationship with the performance of the Davao de Oro State College employees. This means that the increase in the level of dedication would also likely increase the performance of the Davao de Oro State College employees. In addition, among the domains of motivation, work itself, relationship with peers and supervisor, and money have significant relationship with the performance of the Davao de Oro State College employees. This means that the increase in the level of work itself, relationship with peers and supervisor, and money would also likely increase the performance of the Davao de Oro State College employees

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